



MAKANA
MUNICIPALITY | EASTERN CAPE

COMMUNICATION

Strategy & Plan

2016/2017

MAKANA MUNICIPALITY

COMMUNICATION STRATEGY AND PLAN

COMMUNICATION STRATEGY AND PLAN	
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Date of Next Review	30 November 2017
Purpose	
Aims and Objectives	To guide and enhance Institutional communication and stakeholder engagement
Strategy Custodian	Office Of the Municipal Manager
Related Policies and Legislation	<ul style="list-style-type: none"> • Local Government: Municipal Structures Act, Act No. 117 of 1998 • Local Government: Municipal Systems Act, Act No. 32 of 2000; • Labour Relations Act, Act No. 66 of 1995, as amended • Promotion of Access to Information Act No. 2 of 2000 • Information and Communications Technologies Act No. 44 of 2001 • Electronic Communications Act No. 36 of 2005 (as amended)
Approving Authority	Council
Applicability	This strategy applies to all permanent and contract municipal employees. Including Section 56/57 employees
Strategy Benchmark and References	Department of Communications, other Municipalities
Stakeholders Consulted	Yes

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1. PREFACE

Media and Communications Unit is administratively under the office of the Municipal Manager which is the Leading Office of the Municipality. This Communication Strategy Plan seeks to ensure that local government speaks in one voice and facilitate coherence of government communications in the Municipality and the community at large. Communication should not only be seen as a form of disseminating information, but rather one of connecting with people, influencing their way of thinking and perceptions about the municipality, and ultimately influence a change in their behaviour. It is also a process involving several steps of understanding and listening before the actual launch of the communication interventions.

The Municipality's Communications Unit's strategic objective is to meet the information, communication and marketing needs of government and the residents of Makana Municipality so as to create a mutual understanding between them.

2. BACKGROUND

This strategic plan on communication should be viewed as a tool to communicate the Municipality's values, programmes and activities to the residents so that they are knowledgeable about what is happening in their Municipality. The message that is communicated should be clear and simple at all times so as to create a mutual understanding between the municipality and the residents of Makana. The message should talk to the vision of the municipality which states that "Makana Municipality strive to ensure sustainable, affordable, equitable and quality service in a just, friendly, secure and healthy environment which promotes social and economic growth."

This strategy will assist Makana Municipality to disseminate information in a well-

planned, coordinated, structured and controlled manner. It aims to deliver a proactive, responsive, integrated, effective and efficient communication approach for the Government Communication Programme. The strategy seeks to provide an integrated framework to ensure that the Communications Unit manages communication in a planned and well-co-ordinated manner and maintains the commitment to effective and timely communication. "Effective communication requires an effective communication strategy" - a coherent plan of action.

3. LEGISLATIVE IMPARATIVES

The Municipality's Communication Strategy is guided by legislation and related prescripts which amongst others include:-

- The Constitution of the Republic of South Africa
- The National Communication Strategy for Government 2008 issued by Government Communication and Information System (GCIS)
- The Provincial Growth and Development Plan
- Resolutions of the Ruling Party (ANC) 52nd National Conference (2007)
- The Local Government Five-Year Strategic Agenda

4. OBJECTIVES

Clear objectives are a key to the success of Communication Strategy; they should help reinforce the importance of communication between the residents, the stakeholders and the municipality.

The main objectives of the strategy are:-

- ❖ Helping to promote the corporate image and identity of Makana Municipality.
- ❖ Creating a more transparent institution so that we evoke civic pride in all major stakeholders of Makana.
- ❖ To promote and market municipality's commitment to create a caring municipality that strive to engage and listen to the resident's problems and challenges and also to form partnerships with the community in combating the identified challenges together.

- ❖ To embrace the values and principles of Batho Pele and communicate government's commitment to building and reflecting a professional public service.
- ❖ To inform the communities about the resources that are available for their development and be able to utilise them.
- ❖ To make the community aware of their rights and opportunities to articulate their needs and aspirations.
- ❖ To encourage public participation in all campaigns and including elections.
- ❖ To dispel misleading information by media in articulating what is right to the community, as it causes conflict between the community and the municipality.
- ❖ To provide feedback about all departmental, municipal and governmental programmes so that the community and staff are able to participate and know what transpires around them.

There are key focus areas that the communication strategy focuses on to operationalize the implementation thereof and these areas are outlined in the following section:-

5. THEMES AND MESSAGES

National core message: 'Working together we can build South Africa forward'

Makana Municipality Core message: "strive to ensure sustainable, affordable, equitable and quality service in a just, friendly, secure and healthy environment which promotes social and economic growth."

It is important to note that all messages and service delivery issues must talk to the Integrated Development Plan of the Municipality and be linked to the National Government Programmes and the theme of the President's state of the nation address. There must be communication linkages between all spheres of government. We need to articulate a simple, clear and audible message to the targeted audience that addresses all that the President has covered in the SONA. We have to inform and educate residents about the policies of IDP and all the programmes of the municipality, thus building support for a proposal of a policy.

Makana Municipality has a diverse population as it has an urban and rural population so when conveying a message one must be sure that the targeted audience is satisfied and understands the message conveyed to them. We need to make the message fit the information and be translated into the right context and language that they can easily understand. We must always comply with our mission statement: - "Makana Municipality is striving to ensure sustainable, affordable, equitable and quality service in a just, friendly, secure and healthy environment which promotes social and economic growth," which explains clearly that it puts people first.

6. TARGET AUDIENCE

In order for the communication process to be effective, it is important to know and understand the demographics, geographics and behavioural traits of the municipal target audience so as to be able to transmit the correct information and messages to the right audience. It must be recognized that there are overlaps amongst the intended target audience and that there is no single communication channel which speaks exclusively to any one of these groups.

Table 1: *The following table illustrates the Makana target audience demographics, geographics and behavioural traits:*

TARGET AUDIENCE	DEMOGRAPHICS	GEOGRAPHICS	BEHAVIOURAL TRAITS
RATE PAYERS	<ul style="list-style-type: none"> ▪ Middle and old-aged, White, Coloured, Indians, Chinese and Africans ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Moslems ▪ Different cultural groups ▪ A mixture of Males and females 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown Suburbs and Local town 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent

TARGET AUDIENCE	DEMOGRAPHICS	GEOGRAPHICS	BEHAVIOURAL TRAITS
			<ul style="list-style-type: none"> ▪ Persuasive
COMMUNITY MEMBERS	<ul style="list-style-type: none"> ▪ Low income and working class, mostly Africans and coloureds ▪ Average qualifications, mostly illiterate and some qualified and skilled ▪ Mostly Christians, some spiritual cultural group formations ▪ Similar cultural backgrounds but various cultural values, norms, beliefs and customs ▪ Males and Females, old, middle-aged and young 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown townships, locations, squatter camps, and some in town 	<ul style="list-style-type: none"> ▪ Analytical ▪ Intolerant ▪ Routine-Oriented ▪ Risk-takers ▪ Cooperative ▪ Reactive ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
YOUTH	<ul style="list-style-type: none"> ▪ Low and working class, mostly Africans and coloureds ▪ Average qualifications, mostly illiterate and some qualified and skilled ▪ Mostly unemployed and living in poverty ▪ Mostly Christians, some spiritual cultural groups formations ▪ Similar cultural backgrounds but various cultural values, norms, beliefs and customs ▪ Males and Females, 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown townships, locations, squatter camps 	<ul style="list-style-type: none"> ▪ Analytical ▪ Arrogant ▪ Intolerant ▪ Routine-Oriented ▪ Risk-takers ▪ Reactive ▪ Direct and confrontational ▪ Dependent ▪ Immoral ▪ Persistent

TARGET AUDIENCE	DEMOGRAPHICS	GEOGRAPHICS	BEHAVIOURAL TRAITS
	middle-aged and young		
RURAL COMMUNITIES	<ul style="list-style-type: none"> ▪ Low income and working class, mostly Africans and coloureds ▪ Mostly illiterate and some skilled and talented ▪ Mostly Christians, some spiritual cultural groups formations ▪ Similar cultural backgrounds but various cultural values, norms, beliefs and customs ▪ Males and Females, old, middle-aged and young 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown rural townships and farms 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
URBAN COMMUNITIES	<ul style="list-style-type: none"> ▪ High, middle and working class, mostly Whites, Indians, Chinese, Foreign Nationals, Coloureds and Africans ▪ Mostly qualified, experienced, qualified and some are skilled and talented ▪ Mostly Christians, some Hindus and Muslims ▪ Different cultural groups ▪ Males and Females, old, middle-aged and young 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner City and Suburbs 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
MEDIA HOUSES	<ul style="list-style-type: none"> ▪ Young and Middle -aged, White, Coloured, Indians and Africans 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner City and in Suburbs 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated

TARGET AUDIENCE	DEMOGRAPHICS	GEOGRAPHICS	BEHAVIOURAL TRAITS
	<ul style="list-style-type: none"> ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Muslims ▪ Different cultural groups ▪ A mixture of Males and females 		<ul style="list-style-type: none"> ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
MUNICIPAL STRUCTURES	<ul style="list-style-type: none"> ▪ Young, Middle and Old-aged, White, Coloured, Indians, and Africans ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Muslims ▪ Different cultural groups ▪ A mixture of Males and females 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner City and in Suburbs including in the Townships and Locations 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
BUSINESSES	<ul style="list-style-type: none"> ▪ Young, Middle and Old-aged, White, Coloured, Indians, and Africans ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Muslims ▪ Different cultural groups ▪ A mixture of Males and females 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner City and in Suburbs including in the Townships and Locations 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
THE ELDERLY	<ul style="list-style-type: none"> ▪ Low and working class, mostly Africans and 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown rural 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-

TARGET AUDIENCE	DEMOGRAPHICS	GEOGRAPHICS	BEHAVIOURAL TRAITS
	coloureds <ul style="list-style-type: none"> ▪ Mostly illiterate and some skilled and talented ▪ Mostly Christians, some spiritual cultural groups formations ▪ Similar cultural backgrounds but various cultural values, norms, beliefs and customs ▪ Males and Females, old, middle-aged and young 	townships and townships	Orientated <ul style="list-style-type: none"> ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
THE DISABLED	<ul style="list-style-type: none"> ▪ Young, Middle and Old-aged, White, Coloured, Indians, and Africans ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Muslims ▪ Different cultural groups ▪ A mixture of Males and females 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner City and in Suburbs including in the Townships and Locations 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
RELIGIOUS GROUPS	<ul style="list-style-type: none"> ▪ Young, Middle and Old-aged, White, Coloured, Indians, and Africans ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Muslims ▪ Different religions mostly known and some unknown 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner City and in Suburbs including in the Townships and Locations 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic

TARGET AUDIENCE	DEMOGRAPHICS	GEOGRAPHICS	BEHAVIOURAL TRAITS
	<ul style="list-style-type: none"> ▪ A mixture of Males and females 		<ul style="list-style-type: none"> ▪ Persistent ▪ Persuasive
SECTOR DEPARTMENTS	<ul style="list-style-type: none"> ▪ Young, Middle and Old-aged, White, Coloured, Indians, and Africans ▪ Experienced, qualified and some with specialised skills ▪ Mostly political and Administrative ▪ Mostly Christians, some Hindus and Muslims ▪ Different cultural groups ▪ A mixture of Males and females 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner City and in other near-by Towns and Cities 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive ▪ Diplomatic ▪ Innovative ▪ Dependable
INVESTORS	<ul style="list-style-type: none"> ▪ Young, Middle and Old-aged, White, Coloured, Indians, and Africans ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Muslims ▪ Different cultural groups ▪ A mixture of Males and females 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner City and in other near-by Towns and Cities 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive ▪ Diplomatic ▪ Innovative ▪ Dependable
NGOs	<ul style="list-style-type: none"> ▪ Young, Middle and Old-aged, White, Coloured, 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-

TARGET AUDIENCE	DEMOGRAPHICS	GEOGRAPHICS	BEHAVIOURAL TRAITS
	<p>Indians, and Africans</p> <ul style="list-style-type: none"> ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Muslims ▪ Different cultural groups ▪ A mixture of Males and females 	<p>City and in Suburbs including in the Townships and Locations</p>	<p>Orientated</p> <ul style="list-style-type: none"> ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
NPOs	<ul style="list-style-type: none"> ▪ Young, Middle and Old-aged, White, Coloured, Indians, and Africans ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Muslims ▪ Different cultural groups ▪ A mixture of Males and females 	<ul style="list-style-type: none"> ▪ Residing in Grahamstown inner City and in Suburbs including in the Townships and Locations 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
TOURISTS	<ul style="list-style-type: none"> ▪ Young, Middle and Old-aged, White, Coloured, Indians, and Africans ▪ Experienced, qualified and some with specialised skills ▪ Mostly Christians, some Hindus and Muslims including other religions ▪ Different cultural groups ▪ A mixture of Males and females 	<ul style="list-style-type: none"> ▪ Temporarily residing in Grahamstown inner City and in other international cities 	<ul style="list-style-type: none"> ▪ Analytical ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive
CULTURAL	<ul style="list-style-type: none"> ▪ Young, Middle and Old- 	<ul style="list-style-type: none"> ▪ Residing in 	<ul style="list-style-type: none"> ▪ Analytical

TARGET AUDIENCE	DEMOGRAPHICS	GEOGRAPHICS	BEHAVIOURAL TRAITS
GROUPS	aged, Africans, White, Coloured, Indians, Chinese and <ul style="list-style-type: none"> ▪ Experienced, qualified and some with specialised gifts and skills ▪ Mostly Christians, some Hindus and Muslims including other cultural beliefs ▪ Different cultural groups ▪ A mixture of Males and females 	Grahamstown inner City and in Suburbs including in the Townships and Locations	<ul style="list-style-type: none"> ▪ Achievement-Orientated ▪ Adaptable ▪ Cooperative ▪ Direct and confrontational ▪ Independent ▪ Moralistic ▪ Persistent ▪ Persuasive

7. KEY MESSENGERS AND AUDIENCES

The following individuals are responsible for the transmission of various Institutional messages for different purposes, to different target audiences and at different occasions:

The Executive Mayor, Municipal Manager and the Spokesperson or Communication Officer, Speaker of the Council, Councillors, Customer Care Officials, Community Development Workers and Ward Committee Members.

Table 2: *The following table illustrates various levels of messengers and audiences*

MESSENGER	LEVEL	AUDIENCE	LEVEL
Speaker	Primary messenger	Communities/Rate payers	Primary audience
Executive Mayor	Primary messenger	Tourists & Media	Primary audience
Municipal Manager	Primary messenger	Media	Primary audience
Spokesperson (Comm Officer)	Primary messenger	Stakeholders & Media	Primary audience

MESSENGER	LEVEL	AUDIENCE	LEVEL
Municipal Employees	Secondary messenger	Businesses	Primary audience
Municipal seconded staff	Secondary messenger	Investors	Primary audience
		NGOs and NPOs	Primary audience
		Youth, Elderly, Disabled	Primary audience
		Cultural and Religious groups	Primary audience
		Sector departments	Secondary audience
		Municipal employees	Secondary audience

8. COMMUNICATION CHANNELS

Table 3: *The following table illustrates the type of communication tools to be used at Makana for specified audience:*

AUDIENCE	COMMUNICATION TOOLS
Internal employees	<ul style="list-style-type: none"> ✓ Intranet ✓ Internet newsletter ✓ Workplace newsletter ✓ Administrator ✓ Structured induction programme ✓ Notice boards ✓ Workshops ✓ Loo messages ✓ Departmental meetings
Community and Stakeholders	<ul style="list-style-type: none"> ✓ Communiqué from the Executive Mayor or Speaker's Note ✓ External News letter ✓ Social media (facebook, twitter, linkdln, whatsapp etc.) ✓ Telephone calls, media houses (Radio Grahamstown, Grocott's Mail, Rhodes Music Radio ✓ Community meetings ✓ Imbizos ✓ Organised public participation seminars and workshops ✓ Suggestion boxes located at the municipality ✓ Loud-hailing ✓ Letters, flyers, notices
Media	<ul style="list-style-type: none"> ✓ Press releases

AUDIENCE	COMMUNICATION TOOLS
	<ul style="list-style-type: none"> ✓ Media tours ✓ Interviews ✓ Media briefings
Local organisations and sector departments	<ul style="list-style-type: none"> ✓ Council newsletter/paper ✓ Website ✓ Stakeholder Forums ✓ Government communications forum ✓ Intergovernmental Relations meetings
LED, Tourism external stakeholders	<ul style="list-style-type: none"> ✓ Advertising programme as part of the investment marketing and tourism marketing strategies ✓ Website ✓ A set of regular communications tools such as brochures ✓ Telephonic system with a voice over marketing the area when put on hold ✓ DVD production marketing the area

9. COMMUNICATION CHALLENGES

The following challenges emanate due to a variety of reasons:

- a) Lack of sustainability of a positive mood internally and externally
- b) Lack of consistency in holding regular departmental meetings to steer services delivery
- c) Lack of effective and timeous communication to various stakeholders, thus affecting the impact of the message and intended consequences
- d) Lack of access to effective communication mediums and language barriers in rural areas negatively affect the effectiveness of communication and message transmission
- e) Lack of translation of key and strategic documents for consumption by various stakeholders and audiences (e.g. IDP/SDBIP/Budget/Annual Reports)
- f) Lack of synergy between the municipality and key various stakeholders in terms of the provision of information, feedback on programmes, projects, services delivery matters and challenges
- g) Lack of credibility of the local media especially the news-papers in unnecessarily altering information provided by the municipality to suit their commercial purposes and gains at the expense of the municipality

- h) Lack of provision of timeous feedback to communities regarding service delivery issues, progress, successes and failures

10. AREAS FOR IMPROVEMENT

The following areas are identified for the purposes of improving the status quo at the municipality:

- a. Operationalizing a Customer Care Centre to fast track the attendance to service delivery complaints
- b. Timeous information sharing by populating specific column in the local newspaper with good, bad, interesting and updating news about the municipality
- c. Distribution of marketing and communication material designed by the municipality to businesses, communities, including other stakeholders of interest
- d. In all municipal Offices and centres to place a suggestion box which will be opened daily to review information and revert back with tangible responses to the communities
- e. Periodic community engagement meetings to discuss matters of service delivery and other matters that might not necessarily be service delivery driven but of interest to communities
- f. Strengthening the Imbizos by increasing the frequency of the meetings and going deep to the far reached deep rural areas with information and communicate good and bad news including solutions to communities

11. MUNICIPAL EVENTS AND CAMPAIGNS

Some of the key phases and types of events/campaigns were identified to assist the communications planning process. All departments are periodically expected to add their events and campaigns to this strategy to build a strong and integrated Municipal Calendar of events. The following are the types of events the municipality will be embarking on as endorsed on the Local Government Communication Cycle:

The following are the municipal events that take place annually and there is usually a budget allocated for some:

- a) State of the municipal address
- b)
- c) Women's Day
- d) High Way Africa Conference
- e) Heritage Day/Month
- f) Elderly People
- g) World Aids Day
- h) Christmas Presents (Hospitals, Orphanages, Old Age homes etc)
- i) Back to School
- j) World TB Day
- k) STI/ CONDOM DAY
- l) Human Rights Day
- m) Makana Freedom Festival
- n) Freedom Day
- o) Workers Day
- p) June 16
- q) Mayoral Reception – Official Opening of the National Arts Festival

12. MARKETING COMMUNICATIONS

The following key marketing strategies will be used in order to enhance the marketing communication of the Makana:

- a) Conducting research on Makana brand is imperative since there are changing attitudes and behaviours of the diverse audiences.
- b) It is important to interrogate the psychographic, demographic, geographic profiles and behavioural traits of target audiences as outlined above.
- c) Researching and keeping abreast of developments in the region to enable compilation of articles, itineraries and/or events calendars for inclusion into publicity material.

- d) Employing integrated communications to market the area, through the use of both below the line advertising and above the line advertising; road shows; local, national and international exhibitions and public relations etc.
- e) Marketing efforts to promote the investment potential of the region with regard to different sectors such as tourism, agriculture, commercial and trade etc.
- f) Development of publicity and marketing material e.g. business cards, diaries, calendars, banners, car stickers, branded furniture, corporate clothing, corporate gifts, town branding and all other branding material.
- g) Promotional material must be displayed at all Council events where there's engagement with the public, external stakeholders, and/or intergovernmental functions.
- h) Each department that manages any event must take the responsibility to inform Communications section.
- i) "Arial 12" to be the standard font and size that is used in all municipal correspondence both internally and externally.
- j) That Corporate Identity of the Municipality will be reviewed every five years in line with the IDP and the public engagement be made in this regard to determine the relevancy of the identity.
- k) A production of Corporate Identity manual for consistency and for enhancing brand image.

13. STRUCTURES AND PROCESSES

Table 4: *The following table reflects the critical structures to drive the communication of the municipality, the structure composition and the communication roles:*

STRUCTURE	COMPOSITION	ROLES
EVENTS COMMITTEE	▪ Councillors and municipal Officials	▪ Organising, coordinating and communicating Council events
JOINT OPERATIONS COMMITTEE	▪ Municipal Officials and external stakeholders	▪ Focusing on internal and external municipal challenges ▪ Engaging, researching and resolving

		issues and matters of public interest
COMMUNICATIONS FORUMS	▪ Councillors, Municipal Officials, Communications Unit, Ward Committees, Community Development Workers and External Stakeholders	▪ Communicate Council decisions, engage on IDP/Budget processes ▪ Engaging in all other service delivery matters and challenges in an effort to resolve these amicably
TRANSPORT FORUM	▪ Local Taxi Industry members, Municipal Officials and Councillors	▪ Coordinating, organising and communicating all roads and transport matter and challenges
INTERGOVERNMENTAL RELATIONS	▪ All Government departments, Councillors, Municipal Officials, Cultural groups and Local businesses	▪ Communicating and coordinating all inter-governmental related matters, challenges and bring forth reliable solutions to the above
DISTRICT COMMUNICATIONS FORUM	▪ District and Local Councillors, District and Local municipal Officials and Stakeholders	▪ Communicate Councils decisions, engage on IDP/Budget processes ▪ Engaging in all other service delivery matters and challenges in an effort to resolve these amicably at a district level
IDP FORUM	▪ Municipal Officials and Councillors	▪ Coordinate the IDP planning process and the communication thereof
BUDGET STEERING COMMITTEE	▪ Municipal Officials and Councillors	▪ Coordinate the IDP planning process and the communication thereof
AUDIT COMMITTEE	▪ Municipal Manager, Executive Mayor, Audit Committee members and Internal Auditors	▪ Ensure oversight over the holistic municipal functionality and service delivery matters
ROADS FORUM	▪ Public Works, DEIS Portfolio Chairperson, Councillors, Taxi industry, Farmers unions and Municipal officials	▪ To allow public participation in repairs and maintenance of the road ▪ Allow public to inform government of their needs
WATER AND SANITATION	▪ DEIS Portfolio Chairperson,	▪ To create an enabling

FORUM	Councillors, Municipal officials, DWS Officials and stakeholders	environment for stakeholder participation/engagement and empowerment in water and sanitation governance. <ul style="list-style-type: none"> To encourage active participation of local community members on water and sanitation matters.
LOCAL AIDS COUNCIL	▪ Exec Mayor, Sector depts., NGO's Civil Soc, stakeholders, Councillors and Ward Committee members,	▪ Coordinating body on HIV/AIDS strategies <ul style="list-style-type: none"> Internal and external training on HIV/AIDS related issues.

14. STAKEHOLDER MANAGEMENT AND ENGAGEMENT

The MLM as a government Institution has its own strategic plan (IDP) and operational plan (SDBIP) and therefore is subject to conducting annual strategic planning sessions and thereafter conduct road-shows and Imbizos to create awareness and clarify concerns and issues in relation to municipal projects and programmes. There are various stakeholders involved who have close interest in what, how and when the municipality deals with service delivery. The following table illustrates municipal stakeholders, categories, interests, power and attitude in **service delivery** where in terms of categories 1 = primary, 2 = secondary 3 = tertiary; and for interest, power and attitude 1= low, 2 = medium and 3 = high.

Table 5: The Makana Local Municipality stakeholder Matrix

STAKEHOLDERS	CATEGORIES	INTERESTS	POWER	ATTITUDE	TOTAL
Ward Councillors	1	3	2	3	9
Employees	2	3	1	2	8
Portfolio Councillors	2	3	3	3	11
Service Providers	3	2	1	2	8
Businesses	2	2	2	2	8
Communities	1	3	3	3	10
NGOs	2	2	1	2	7

STAKEHOLDERS	CATEGORIES	INTERESTS	POWER	ATTITUDE	TOTAL
NPOs	2	2	1	2	7
Auditor General South Africa	3	2	1	3	9
Private Sector Workers	1	3	1	3	8
Religious Groups	1	3	1	3	8
Rate Payers Associations	1	3	2	3	9
Sector Departments	3	2	2	2	9
Raphael Centre	2	3	2	3	10
Umthathi Project	2	2	1	2	7
Child Welfare	2	2	1	2	7
Society of Physically Disabled	2	3	1	3	9
Makana Business Unit	2	3	1	3	9
Arts Festival Committee	1	3	3	3	10
Telkom	2	2	1	2	7
Eskom	2	3	3	3	11
Rhodes University	2	3	2	3	10
EC Midlands College	2	3	2	3	10
South African National Defence Force	1	2	3	3	9

In the above table a highlight of the key MLM stakeholders internally and externally is provided. The municipality is currently not performing well and is under Administration as such the situation is already in the public domain. Some of the reasons for not performing is the lack of adequate involvement of key stakeholders especially the communities, rate payers associations, the businesses, the Non-governmental Organisations and Non-profit Organisations.

In the following section a communication action plan which includes stakeholder engagement is outlined:

Table 6: Makana Local Municipality Communication Draft Action Plan

STAKEHOLDER ENGAGEMENT PLANS (INTERNAL)						
Communication Activity	Responsible Person	Target Audience	Channel	Time Frame	Budget	Outcome
Staff briefings on policy pronouncements and progress on the municipal	Mayor MM Director	Staff	Staff briefings	Quarterly	N/A	Well informed personnel about progress on the implementation of

programme of action	Corporate Services					municipal programme of action there by creating internal ambassadors
Regular usage of internal platforms to inform the internal stakeholders of progress of the programme of action of the institution in its entirety	Communication Officer	Staff	Notice boards Emails Website Internal Newsletter	On going	N/A	Well informed personnel about municipal programme of action on its implementation
STAKEHOLDER ENGAGEMENT PLANS (EXTERNAL)						
Communication Activity	Responsible Person	Target Audience	Channel	Time Frame	Estimated Budget	Outcome
Intergovernmental Relations	Mayor MM	Sector Departments	IGR forum meeting	Quarterly	N/A	Municipality and government departments working collaboratively
Mayoral EXCO Outreach	Mayor MM Communications Unit Public Participation Office	Communities	Community outreach programmes	Quarterly	N/A	Having a well-informed community and direct interactions with communities
DEVELOPMENT OF COMMUNICATION CAPACITY BUILDING PLAN						
Media Engagement Training of Councillors/Managers	Communication Officer, SBDM OTP, COGTA,GCIS	Mayor Councillors MM, Directors	Training workshop	Annually	N/A	Well informed council about media operations and etiquettes
COMMUNICATION RESEARCH						
Media Analysis	Communication Officer	Electronic and print media	Media monitoring	On-going	N/A	Well informed council about media trends
Online reputation management	IT Unit Communication Officer	Internet	Cyber-scanning	On-going	N/A	Well informed council about media trends
MEDIA PLATFORMS						
Website Update	IT Unit, Communication Officer	Communities and stakeholders	Latest news page	On-going	N/A	Well informed stakeholders.
Social Media	Communication Officer	Communities and stakeholders	Facebook Twitter Whatsapp	On-going	N/A	Well informed stakeholders
BRANDING AND MARKETING						
Branding and Marketing	Communication Officer	Communities and stakeholders	Branding Material Email signatures, municipal letter heads	On-going	R60 000	Well branded municipality
MEDIA ENAGEMENT PLAN						

Communication Activity	Responsible Person	Target Audience	Channel	Time Frame	Estimated Budget	Outcome
Media Tours to service delivery sites	Mayor, MM	Media Houses Business Stakeholders	Media tour	Annually	N/A	Media and Business Stakeholders being informed about service delivery initiatives and progress on its impact to communities
Post Council Media Briefings	Mayor, MM, Communication Officer	Media Houses	Media briefing	Quarterly	None	Well informed media thereby communicating council decisions to communities
Talk to your Mayor/Councillor/Official Radio Programme	Mayor, MM, Communication Officer	Communities	Community Radio Station	Monthly	R50 000	Communities being informed about the municipal programme of action
Press Releases	Communication Officer	Communities Media	Community Newspaper	Monthly	None	Communities and Media being informed about the municipal programme of action
PUBLICATIONS						
External Newsletter	Communication Officer	Communities	Newsletter	Quarterly	R200 000	Well informed communities about municipal success service delivery progress
Internal Newsletter	Communication Officer	Staff	Newsletter	Quarterly	R10 000	Well informed personnel about progress on the implementation of municipal programme of action

15. LOCAL GOVERNMENT COMMUNICATION CYCLE:

Figure: 2 Local Government communication cycle

