

# **SWELLEN DAM MUNICIPALITY**



## **COMMUNICATION STRATEGY**

**2016- 2017**

**Approved by Council per item A36**

**on 30 March 2017**

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## **1. ANALYSIS OF THE INTERNAL ENVIRONMENT**

### **1.1 BACKGROUND AND INTRODUCTION**

The Swellendam Municipality has made impeccable strides in order to address the poor communication and poor accountability relationships with communities from municipal structures. However it remains a consistent challenge for government's development to breach the gap between administrations and communities by better communication.

The purpose of a Communication Strategy for the Swellendam Municipality is to set a strategic communication agenda and plan for the municipality. This Communication Strategy is thus accordingly aligned to and supports the achievement of Swellendam's Strategic Objectives (MSO), as captured in the 3th Generation Integrated Development Plan (IDP) and the reviewed IDP of the 2016/17 financial year.

The main responsibilities of the communication function are to:

- Manage the Municipality's communication with the public;
- Coordinate internal communication;
- Ensuring an open line of communication with all spheres of government is upheld;
- Promote the vision and mission of the Municipality;
- Manage the reputation of the Municipality.

### **1.2 LEGISLATIVE BACKGROUND**

Swellendam Municipality's Communication Strategy is guided by the State of the Nation Address (SONA), the State of the Province Address (SOPA), the National Key Performance Areas and Local Government back to basics program. It is also guided by legislation such as:

- The Constitution of the Republic of South Africa No. 108 of 1996-Chapter 2 – Bill of Rights;
- The Municipal Systems Act 32 of 2000;
- The Promotion of Access to Information Act 2 of 2000;
- Intergovernmental Relations Framework Act 13 of 2005;
- The Communications Policy of the Swellendam Municipality.

### **1.3 SWELLENDAM MUNICIPALITY PROFILE**

The Swellendam Municipality has been classified as a Category B municipality, and was proclaimed as a local municipality with a mayoral executive system combined with a ward participatory system.

Swellendam, which is situated in the Overberg District, is well known for its location at the foot of the Langeberg mountain range and is seen as the gateway between the Overberg, Cape Winelands and the Eden Districts.

The Swellendam Municipal area is the second largest municipal area in the Overberg region and covers a geographical area of 3001. 091 km<sup>2</sup>.The greater Swellendam Municipal area

comprises of the town of Swellendam and the villages of Barrydale, Suurbraak, Buffeljagsrivier and the rural areas of Infanta and Malagas. Swellendam is linked with other urban and rural areas mainly through the N2 Road, running directly through the municipal area.

The area is also served with the main railway line which links Cape Town with the Garden Route. The R324 links Swellendam with Barrydale through the well-known Tradouw Pass. The R62, a road which has now also become a well-known tourist route, links Barrydale with Montagu and Oudtshoorn. The R60 links Swellendam with towns like Ashton, Montagu and Robertson and forms an important link between the N1 and N2 tourism routes.

The towns of Swellendam and Suurbraak have a rich historical and cultural heritage. In Swellendam many old buildings dating back to the 18<sup>th</sup> century can be found. Suurbraak is an old mission station near the foot of the Tradouw Pass and its origin dates back to 1812.

The IDP is the main strategic instrument which guides and informs planning, management and development of the municipality. It sets a platform for communities, stakeholders, the private sector and non-governmental organisations to engage meaningfully with regard to major and future developments within the municipal area.

### 1.3.1 VISION

The vision of Swellendam is what binds and motivates all stakeholders (i.e. internal and external) toward a shared goal. The Municipality developed, and consistently communicates, the following statement to express that vision:

**“A visionary Municipality that strives towards prosperity for all through cooperative participation and high quality service delivery”**

### 1.3.2 MISSION

Swellendam's mission statement reflects the “how” the municipality goes about striving towards its vision, as well as “whom” its efforts are geared to serve. It is expressed as follows:

**It is envisaged that the municipal vision will be achieved through:**

- **Providing a transparent and accountable government by rendering affordable and sustainable services and encouraging economic and social development through community participation.**
- **Transparent institutional and infrastructure development**
- **Sustainable local economic development and the establishment of public/private partnerships**
- **Governance for the people by the people**
- **Service delivery through integrity**

### 1.3.3 SLOGAN

Swellendam promotes the slogan and catch phrase to ensure memorable and striking meaning is imbedded in the community we serve as well as through-out government. The expression used to ensure marketing coherency is achieved is as follows:

**“Let us make a difference together/ Saam maak ons ‘n verskil “**

### 1.4 STRATEGIC OBJECTIVES OF THE SWELLENDAM MUNICIPALITY

The Municipality’s strategic objectives and initiatives, as outlined in the IDP, are set out below. All communication planning and activities will be designed to support these strategic objectives.

The Municipality approved several specific interventions aimed at addressing constraints so that ultimately service delivery could be improved and the needs of the community met. The interventions and strategies are also included in the Municipal Turnaround Strategy. These interventions include:

- Improved Customer Care
- Improved Communication (internal as well as external)
- Improved Human Resource Management
- Strengthening of capacity within the organisation
- Improved Strategic Management
- Improved Administrative Support to line departments
- Specific strengthening of capacity at the Traffic Department
- The appointment of persons in strategic vacant positions
- The creation of office space to accommodate the expansion of municipal and public services for strategic local economic and effective service delivery reasons
- Improvements of systems (PMS; Compliance; Risk),
- Implementation of standardised procedures and policies to reward staff for good work and excellence in work
- To improve the inadequate infrastructure of the Swellendam Municipality, for purposes of accommodating and encouraging development and investment
- To improve on backlogs
- Acquisition of land
- Upgrading of infrastructure

In order to structure the internal goals and strategies in a meaningful manner, the following key performance areas are used:

- Basic Service Delivery
- Human development to enable people to develop to their full potential;
- Economic development with full participation to all and with focus on both First and Second economies;
- Corporate service delivery / Institutional development;
- Financial service delivery.

The Swellendam Municipality aspires to the following **objectives** through the proper implementation of its Key Performance Areas:

- Continuous and sustainable provision for housing needs through timely planning;

- Provision of a sound economic basis as well as a quality environment by practicing sustainable planning and thus promoting the creation of jobs and the expansion of tourism;
- Provision of a healthy and safe living environment
- To empower the residents of the Swellendam by the provision of / and exposure to the necessary training facilities, academic as well as practical skills development;
- To support the residents of the Swellendam with the necessary sporting and recreational facilities as well as to protect and preserve the natural environment in harmony with future town development
- Correcting spatial imbalances
- Combating poverty and unemployment
- Ensuring access to basic services by all
- Socio-economic growth and sustainability
- Development of integrated and sustainable settlements
- Effective, responsive, people-centred and integrated institution
- Democratising of planning and decision-making
- Elimination of growth and maintenance backlogs
- Sound and sustainable finances

Swellendam Municipality's strategic objectives are therefore summarised and outlined as follows:

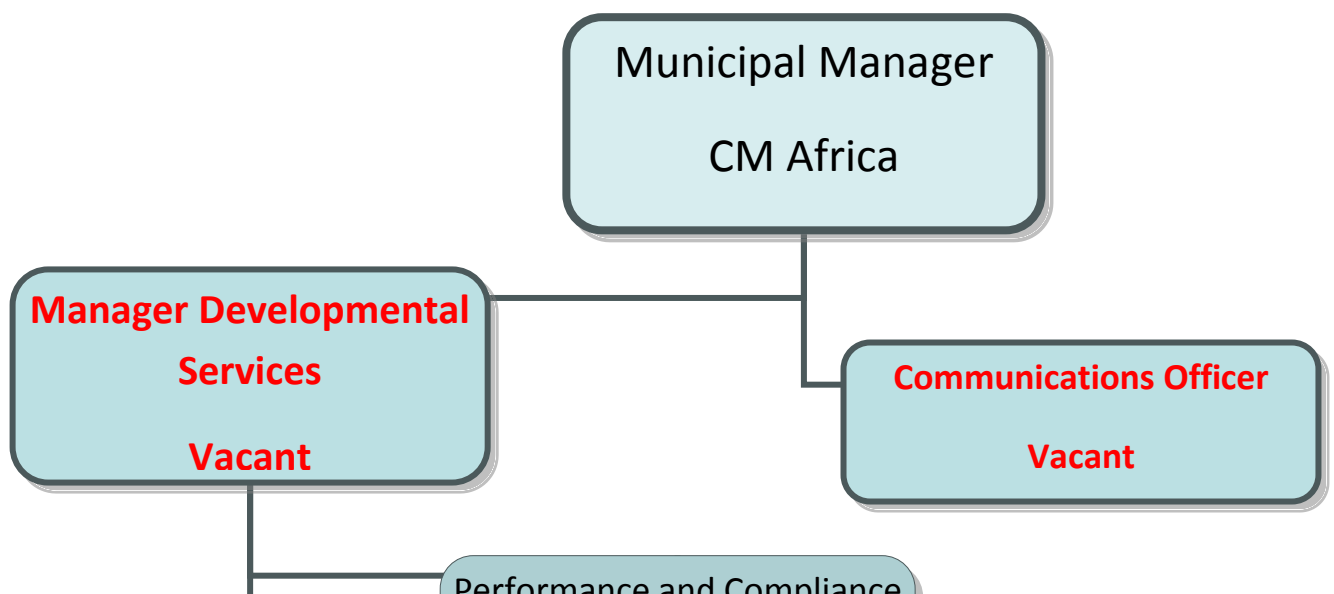
1. Enhance access to basic services and address maintenance backlogs
2. Create a safe and healthy living environment
3. Develop integrated and sustainable settlements with the view to correct spatial imbalances
4. Enhance economic development with focus on both first and second economies
5. Promote good governance and community participation
6. Create a capacitated, people-centred institution
7. Improve financial viability and management

The Communication Strategy and Communication objectives for the municipality will therefore be designed to support and promote the above objectives. See section 4.3 below.

### 1.5 Corporate and Communication Structure

Swellendam Municipality's corporate structure is set out in the following organogram:

Swellendam Municipality has no Communications Unit currently and on the newly approved staff structure a position has been placed for a Communications Officer, which is currently vacant. The Communications of the Swellendam Municipality is currently being conducted by the Performance and Compliance Officer and the Administrator Integrated Development Planning whilst being supervised by the Municipal Manager who is ultimately responsible for communication of the organisation. The existing communication structure of Swellendam is thus illustrated as follows:



## 1.6 CORPORATE CULTURE- BATHO PELE PRINCIPLES



Swellendam's corporate culture is guided by the Batho Pele principles. All officials are encouraged to uphold and reflect these principles in all activities.

- 1.6.1 **Consultation:** Citizens should be consulted about the level and quality of public services they receive and, wherever possible, should be given a choice about the services that are offered.
- 1.6.2 **Citizens:** should be told what level and quality of public services they will receive so that they are aware of what to expect.
- 1.6.3 **Access:** All citizens should have equal access to the services to which they are entitled.
- 1.6.4 **Courtesy:** Citizens should be treated with courtesy and consideration.
- 1.6.5 **Information:** Citizens should be given full, accurate information about the public services they are entitled to receive.
- 1.6.6 **Openness and Transparency:** Citizens should be told how National and Provincial Departments are run, how much they cost, and who is in charge.
- 1.6.7 **Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
- 1.6.8 **Value for Money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

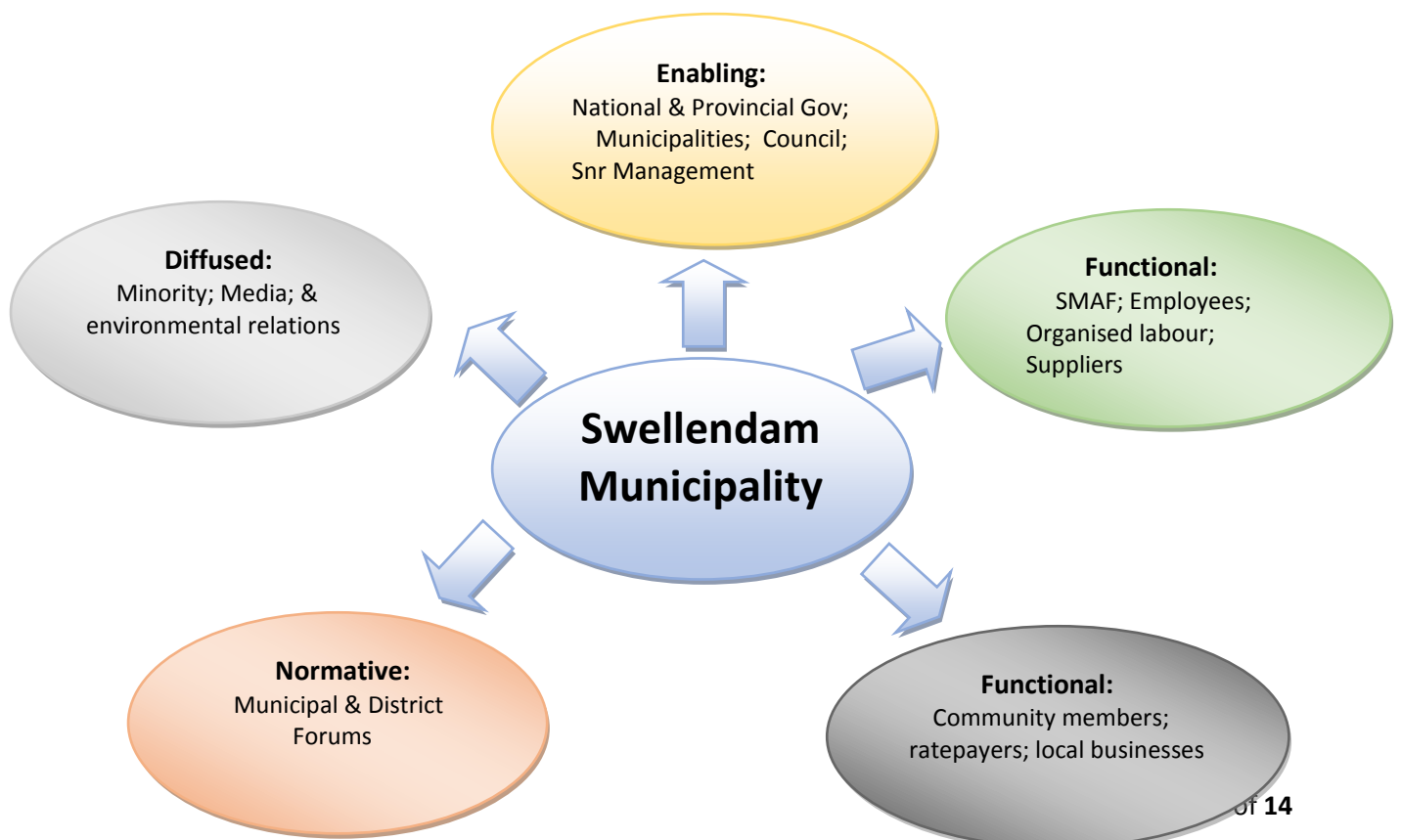
## 2. STRATEGIC STAKEHOLDERS

In planning communication activities, it is important to identify the most strategic stakeholders of Swellendam Municipality. This process allows for careful consideration of which communication activities and resources will be spent on. These considerations require an analysis of stakeholders' linkages to the Municipality and are described as:

- **Enabling linkages:** groups that provide authority to the Municipality and controls its resources (e.g. Provincial and National Government, Executive Directors, Councillors, Municipal Managers, Heads of Departments, etc.).
- **Functional linkages:** groups that **provide inputs** to the Municipality (e.g. personnel, ward committees, Unions, Forums, etc.) and **uses its outputs** (e.g. community members, local businesses, commercial farmers, NGOs, etc.).
- **Normative linkages:** links with professional or industry associations. These linkages provide connections to institutions that can assist in solving shared problems (e.g. Forums).
- **Diffused linkages:** connections to groupings of individuals who are not part of any organisation. Minority relations, media relations and environmental relations are attempts to manage linkages with diffused groups.

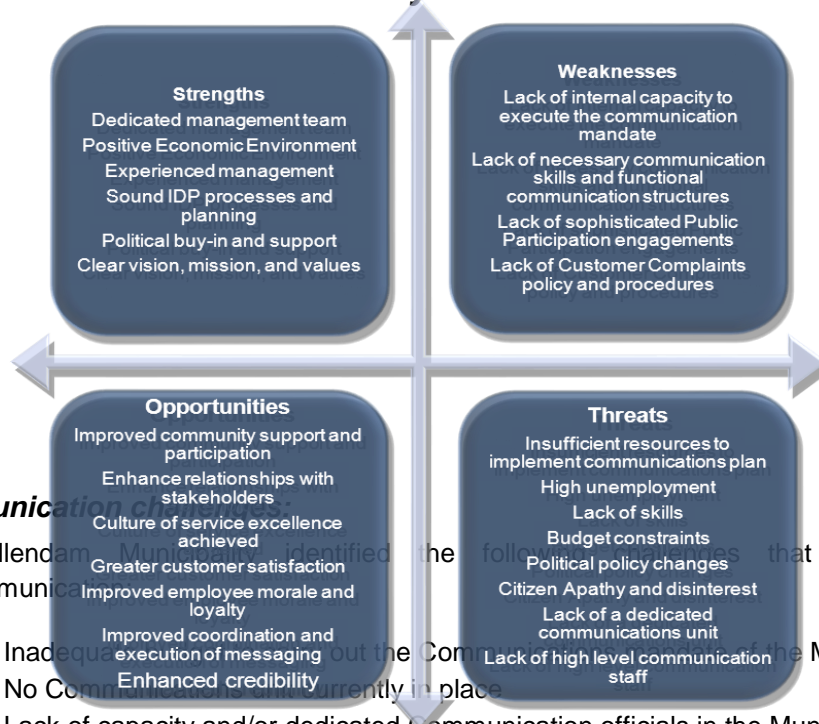
The Swellendam Municipality would have to manage **Enabling** and **Functional linkages** first, as they could create consequences for the Municipality. Strategic objectives cannot be pursued without these stakeholders. When **Diffused linkages** organise or mobilise, such as environmental pressure groups, they create consequences for the Municipality and, therefore, have to be managed. It is Communication Officer's function to select the most strategic stakeholders relevant to the Municipality. A strategic stakeholder map for Swellendam is illustrated as follows:

## 3. KEY STRATEGIC ISSUES





### 3.1 Communication SWOT Analysis:



### 3.2 Communication Challenges

Swellendam Municipality identified the following challenges that impede effective communication:

- Inadequate communication out the Municipality
- No Communication mechanisms currently in place
- Lack of capacity and/or dedicated Communication officials in the Municipality. Often, officials double up their functions and are responsible for diverse portfolios such as PMS, Compliance, IDP, Public Participation, LED etc.
- Communication campaigns are conducted haphazardly and uncoordinated
- There is a lack of integration of programmes and projects within the Municipality
- Language barriers
- Internal communication mechanisms are not effective-departments operate in silos

## 4. THE COMMUNICATION STRATEGY

### 4.1 Messages and Themes

Messages and themes will flow from the municipality’s vision, mission, strategic objectives as well as the Integrated Development Plan 2012-2017. It will also be in line with themes of National and Provincial Government. Symbols, such as the municipal logo, and themes are communicated to instil brand identity in the minds of all stakeholders of the municipality and is governed by the Swellendam municipal approved corporate identity, logo and coat of arms policy. Swellendam’s theme aims to compliment and/or align with current National and Provincial themes as follows:

National:	“Working Together We can do More”
Provincial:	“Better Together”
<b>Swellendam:</b>	<b>“Let us make a difference together”</b>

### 4.2 Messengers

Everyone at the Municipality is a communicator at all times; however, an element of hierarchy and authorization must be adhered to in order to correctly coordinate the release of messages.

As such, in the spirit of effecting a transparent organisation, the Municipality should not prevent or discourage officials from speaking to the media and public but should give clear guidance on areas for comments. Council should appoint spokespeople who can give comment at varying levels, such as:

<b>Mayor</b>	All aspects of Council policies and programmes. Matters of policy yet to be adopted/enacted Key person for all public participation unless delegates otherwise.
<b>Speaker</b>	All comments relating to Council rules of order must come from the Speaker.
<b>Municipal Manager</b>	Any area of the municipal administration or municipal projects.
<b>Ward Councillors</b>	May comment on all activities in their specific ward, except for matters that are still to be adopted/enacted.
<b>Municipal Spokespersons as appointed by the Municipal Manager</b>	He/she will be responsible for the coordination of media communication, media conferences, media statements and handling media queries.

### 4.3

#### ***Swellendam Communication Strategy and objectives***

Effective communication is about how municipalities promote democracy and encourage citizens to play a more effective role in how they are governed. It is about promoting their role in the community and ensuring that citizens have a better understanding of local government. But most importantly, it is about ensuring that people form part of the process of creating a better life where they live. It is about building a trust worthy relationship.

The Swellendam Municipality will endeavour to support and encourage community-participation in all 6 wards throughout the municipal area. The communication strategy will strive to engage all Swellendam's stakeholders, aligning all communication activities to IDP projects and priorities set for each respective year and be reviewed as the need arises.

Communication objectives will thus accordingly be revised on an annual basis to ensure alignment with the revised IDP (if any).

Swellendam's communication strategy is set out as follows:

<b>Strategic Objective</b>		<b>Communication Strategy</b>	<b>Communication Objective</b>
1.	<b>Enhance access to basic services and address maintenance backlogs</b>	Support the effective provisioning and maintenance of basic services within all wards of Swellendam	<ul style="list-style-type: none"> <li>• Promote and create awareness of municipal initiatives such as: health programmes; educational opportunities; safety &amp; security; and programmes specific to vulnerable groups</li> <li>• Raise awareness of basic municipal services, support and initiatives</li> <li>• Ensure effective stakeholder feedback mechanisms</li> <li>• Promote services of Thusong Centre</li> <li>• Communicate progress/feedback of current municipal projects</li> </ul>

2.	<p><b>Create a safe and healthy living environment</b> Support residents with the necessary sporting and recreation facilities. Protect and preserve natural environment</p>	<p>Support and enhance regular internal and external communication regarding sporting and recreation facilities.</p> <p>Support and enhance environmental awareness and sustainability</p>	<ul style="list-style-type: none"> <li>• Raise awareness of and promote two-way flow of information regarding sporting and recreation facilities</li> <li>• Promote and create awareness of waste management/recycling initiatives</li> <li>• Promote and create awareness of the beautification of towns/wards and the preservation thereof</li> </ul>
3.	<p><b>Develop integrated and sustainable settlements with the view to correct spatial imbalances</b> Correcting spatial imbalances</p>	<p>Ensure effective communication platforms for all relevant stakeholders</p> <p>Support the creation of an enabling environment for communities in the wider Swellendam community</p>	<ul style="list-style-type: none"> <li>• Communicate and provide feedback on all housing and related projects</li> <li>• Promote and support initiatives aimed at race relations and cultural diversity</li> </ul>
4.	<p><b>Enhance economic development with focus on both first and second economies</b> Local Economic Development</p>	<p>Support and enhance investment promotion and tourism activities within the Swellendam municipal area</p>	<ul style="list-style-type: none"> <li>• Ensure informative, professional, and regular communication is directed and sustained with civic structures and organisations.</li> <li>• Promote communication activities aimed at investors and local business in the area</li> <li>• Raise awareness of Swellendam LED initiatives;</li> <li>• Promote the Municipality's initiative to support the growth of tourism and related industries. Promote job creation projects within the area (e.g. CWP, EPWP)</li> </ul>
5.	<p>Promote good governance and community participation</p>	<p>Support and enhance social-cohesion by ensuring effective internal and external communication mechanisms for free/consistent and two-way flow of information</p>	<ul style="list-style-type: none"> <li>• Promote public participation mechanisms of the IDP</li> <li>• Promote the IDP through internal communication mechanisms</li> <li>• Raise awareness and improve customer relation mechanisms</li> <li>• Monitor and review communication platforms/mechanisms to ensure effectiveness.</li> <li>• Ensure proactive media relations</li> <li>• Communicate ward committee system, activities, decisions and role-players.</li> <li>• Communicate progress/feedback of current municipal projects</li> <li>•</li> </ul>
6.	<p><b>Create a capacitated, people-centred institution</b></p>	<p>Support and enhance internal communication</p>	<ul style="list-style-type: none"> <li>• Promote planning and decision-making processes internally</li> <li>• Ensure communication of decisions to relevant stakeholders.</li> </ul>

	Democratising of planning and decision-making	mechanisms	
7.	<b>Improve financial viability and management</b>	Support revenue enhancement initiatives of the Municipality, manage public perception of revenue collection	<ul style="list-style-type: none"> <li>• Promote revenue collection within Swellendam municipal area</li> <li>• Create awareness of revenue collection's impact on budget and municipal projects.</li> </ul>

## 5. COMMUNICATION POLICY

The communication policy sets out the communication protocol within Swellendam Municipality. It outlines who is allowed to communicate what to whom e.g., media relations etc.

All communication activities within the Municipality will be guided by the Communication Policy.

The Municipality will also develop a crisis communication plan that ensures effective communication pre-, during and post a crisis.

## 6. MEDIA ANALYSIS

### 6.1 Communication Platforms:

At present, the municipality utilises the following platforms:

Platform	Frequency
Website	Updated on a daily basis / or as needed
Social Media	Facebook – daily basis
Bulk SMS	To inform residents of emergencies/ important service delivery matters
Bulk SMS	Used by Finance for debt collection
External Newsletter	Monthly basis
Local Newspaper	Weekly
Internal Newsletter	Quarterly
Press release	Monthly/ as need arises
Noticeboards	On needs basis
Posters	On a needs basis
Loud hailing	On needs basis

Pamphlets	On needs basis
Brochure	Annual /Once-off
Marketing & Branding items	As need arises

The municipality have endeavour to broaden the use of additional platforms such as the following:

Platform	Frequency
Banners/branding (2 x roll-up; 1 x wall)	Once off
Photo Wall (1 fold away)	Once off
Radio (once established in area)	Weekly
Marketing & Branding items	As needed

## 6.2 Distribution Points:

Current distribution points and mechanisms used by Swellendam Municipality include:

- Municipal offices
- Thusong Centre
- Libraries
- Tourism Office
- Schools
- Clinics
- Spaza shops
- Ward committee members
- Church
- Taxi and bus services

## 7. ACTION PLAN

In order to guide implementation of this Communication Strategy, The Communication Unit of the Swellendam Municipality will develop an annual Action Plan, as stipulated by the Communication Policy, for each respective year subsequent/in line with the budget allocation to the communication function. The Action Plan will be developed on an annual basis to ensure alignment with any revisions to Swellendam's IDP.

Swellendam's Action Plan will therefore set out communication initiatives for a year period and will be aligned to priorities identified in the Municipality's IDP for that respective period.

Measurement/evaluation criteria will be linked to all communication activities in order to assess the effectiveness of communication projects/endeavours at the end of the respective period.

