



KANNALAND
MUNISIPALITEIT | MUNICIPALITY

Munisipaliteit Kannaland Municipality

**COMMUNICATION STRATEGY
(2017/18 – 2021/22)**

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1. INTRODUCTION

Following a comprehensive review of the outdated 2017 Communication Strategy of Kannaland Municipality. The Communication unit is required to annually review its Communication Strategy.

There is a strong need for Kannaland to mobilise resources for the establishment of a dedicated, fully fledged communications unit that will execute the communications functions of the municipality, including the annual review and implementation of this strategy. The strategy seeks to create alignment and foster inter-departmental coordination for the improved and better communication with the citizens of Kannaland Municipality.

It is a broad strategic framework that sets out an integrated approach to communications, premised on two (2) key focus areas:

Internal Communication

- Promote and facilitate the realisation of the municipal strategic objectives as expressed in its vision.

“The Place of Choice”

To create the ideal environment in which the community like to
live and work.

External Communication

- Communicating the service delivery priorities as outlined in the Integrated Development Plan (IDP) and Client Service Charter of the Kannaland municipality.

The twin imperatives above are the ingredients for the effective and pragmatic citizen communication strategy.

An institutional diagnosis conducted during 2017 points to key strategic areas for improvement, namely:

- Organise internal communication pathways in order to ensure legal compliance, accurate reporting and risk mitigation through developed standard operating procedures.
- Keeping citizens informed of important opportunities to promote economic activity.
- Ensure regular communication with internal and external stakeholders concerning covid protocols and vaccination roll out.
- Farm evictions and lack of employment opportunities in neighbouring towns contribute to influx of people to Ladismith, the hub of economic activities in the Kannaland Area.
- There is a need to address the issue of water shortages in the municipality. The Department of Water and Sanitation will have to be brought on board to facilitate a process where a lasting solution is found to the problem.
- There is a challenge in the flow of information between staff and top management.
- Not adequate integrated communications planning between Departments.
- Strategic use of community media to communicate key Municipal messages e.g. monthly media briefings after every council meeting to communicate key decisions of council.
- Build and strengthen ward committees. A “know your ward committee” campaign should be prioritised
- Improve the complaints management system which clearly spells out turnaround times.
- Maximum communication effort should be placed on greater community involvement and /or interest in the IDP.
- Build strong relationship with CDWs and GCIS to support the implementation of the communications strategy in wards.
- CDWs to support Ward Committees and create platforms via the “CDW kiosks”.
- Build and strengthen ward committee capacity by implementing a ‘Know your ward committee’.

1. DEMOGRAPHIC PROFILE

Kannaland Municipality is located in Ladismith with the municipality rendering services through satellite offices located in Calitzdorp, Van Wyksdorp and Zoar. The municipality has the smallest population (24 767 people, Census 2011) and economy in the Eden District. The economy has a large agricultural base and the climate of this region is ideal for the production of apricots, peaches, plums, nectarines and grapes.

Two well-known cheese factories namely Parmalat and Ladismith Cheese are situated in Ladismith and are producing world famous dairy products. Ladismith wine cellars are producing high quality wine and brandy products. These three factories in Ladismith contribute significantly to job creation and economic sustainability in the Kannaland area.

The settlement of Zoar, a former Act 9 area was included in the Kannaland area in 2000 bringing with it agriculture sector opportunities which are currently untapped.

The town of Calitzdorp is known as the port-wine capital of South Africa due to high quality ports and wines produced in the area. The wineries in this area contribute significantly to job creation and economic sustainability in the Kannaland area.

Legislative Framework

Municipal Systems Act, 2000	Promotion of Access to Information Act, 2000 (Act of 2000)
Sections 18 (2): When communicating information the municipality must take into account (a) Language preferences and usage in the municipality, and; (b) the special needs of people who cannot read or write.	This Act operationalizes sections 8 and 32 of the Constitution. It aims to foster a culture of transparency and accountability and to promote effective access to information to protect an individual's rights.
Section 4: A municipal council has, within its capacity, the right to: <ul style="list-style-type: none">▪ Provide without favour and prejudice, democratic	The Act applies to the records of public and private bodies, regardless of when the record came into existence (Section 3): <ul style="list-style-type: none">▪ A record held by an official is regarded as a record of the institution (Section 4)

<p>and accountable government</p> <ul style="list-style-type: none"> ▪ Encourage the involvement of the community ▪ Consult the community on the level, quality and range of services and the delivery options ▪ Provide members of the local community equitable access to the services to which they are entitled 	<ul style="list-style-type: none"> ▪ A requester must be given access to records of a public body if he or she complies with procedures and if there is no ground for refusal in terms of Chapter 4 of the Act ▪ Some information can be technical: if in doubt, the official must consult. ▪ The information officer of a public body is responsible for the administration of the Act in a public body. ▪ An information officer is defined in Section 1 as the Chief Executive Officer. Therefore, in a municipality it is the Municipal Manager. ▪ A public body must designate such number of deputy information officers as may be necessary to ensure reasonable access. ▪ Within six months, the information officer must compile a manual in at least three official languages, containing: <ul style="list-style-type: none"> – A description of the structure and its functions; – Addresses and telephone numbers; – Details to facilitate requests; – Services available to the public; – Other information required by the Act (Section 14) ▪ The manual must be updated and published annually. ▪ The manual must be available to the public (Section 14). ▪ Requests for information must: <ul style="list-style-type: none"> – Be in prescribed form – Identify the record – State the language in which it is required – Specify addresses and telephone numbers – Identify capacity
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Constitution	Bill of Rights	Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
Section 152 (1)(e): In setting out of the objects of local government, it states that municipalities must “encourage the involvement of communities and community organisations in matters of local government”.	The right to freedom of expression, the right to receive information and the right of access to information, which includes access to any information held by the State.	This Act establishes a framework for national, provincial and local governments to promote and facilitate intergovernmental relations (IGR) and provides for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.
Section 160 (7): “A municipal council must conduct its business in an open manner, and may close its sittings, or		Through the work of IGR forums, implementation protocols can be developed to advance the work areas of government,

those of its committees, only when it is reasonable to do so".		especially in terms of assisting the various spheres of government in implementing policies but also to ensure that the various spheres can implement their constitutional obligations effectively.
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VISION, MISSION & STRATEGIC GOALS

VISION

"The Place of Choice"

To create a sound environment in which the people of Kannaland would like to live and work into.

MISSION

Sustainable growth

- Promote sustainable growth patterns which mitigates climate change and which enhances the quality of life of residents through sustainable living practices and which contributes to the local economy.

Sustainable Human Settlements

- Promote the establishment of sustainable human settlements in providing housing to residents.

Healthy community

- Promote a healthy community with access to health bearing services such as sewage, sanitation, safe streets, lighting

Infrastructure Investment

- Promote the development and maintenance of infrastructure which promotes service delivery, growth in jobs and facilitates empowerment and opportunity.

Opportunity driven

- Promote the increase in opportunities for growth and jobs, driven by private sector and the public sector, by creating an enabling environment for business and provide demand-led private sector driven support for growth sectors, industries and business.

Compliance

- Promote the municipality as a compliant and accountable sphere of local government which is characterised by good governance

Intergovernmental relations

- Promote the management of effective Intergovernmental Relations

Integrated Planning

- Promote effective Integrated Development Planning which relates to all spheres of government and civil society.

Participation

- Promote the participation of the community in the working of the municipality.

Capacity

- Promote capacity development within the municipality area so that effective service delivery can be advanced

Maintenance

- Promote well maintained municipal infrastructure through operations and management.

Disaster Management

- Effective disaster management practices in collaboration with other spheres of government and the District Municipality.

Quality Services

- A fully functional department accountable for delivering quality services to local government of physical assets.

2. OBJECTIVES OF THE COMMUNICATION STRATEGY

The aim of this Communication Strategy is to align the Kannaland strategic objectives to the broader communications mandate of the municipality. It seeks to ensure that the municipality packages and communicates its messages effectively and efficiently and in such a manner that the organizations' objectives, as expressed in its 2017 – 2022 Integrated Development Plan (IDP), are achieved. The five key strategic objectives of the municipality, highlighted below, constitute the framework within which Kannaland communication will be enhanced and strengthened:

- **Service to the people:** to improve and maintain current basic service delivery through specific infrastructural development projects.
- **Sustainable economic growth:** to facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development.
- **Well run administration:** establishment of a well governed and accountable administration.
- **Financial Sustainability:** Ensure liquidity of the administration.
- **Transparent Organization:** Transparency and participation.

Therefore, the Strategy, broadly seeks to:

- Align communications with the Integrated Development Plan in terms of the cycle for local government.
- Promote and market the corporate identity and investment potential of Kannaland.
- Strengthen and sustain positive relations with community media - communicate proactively and comply with deadlines e.g Radio Eden and local Newspaper.
- Strengthen and improve internal communication system within the Kannaland municipality through the promotion of Batho Pele Principles and "Standards" among staff.
- Empower citizens and raise awareness on By-laws, programmes and policies of the Kannaland Municipality.
- Communicate budget priorities and ensure transparency and accountability on the financial affairs of the municipality.

Human resource capacity and Communication environment

There is currently a dedicated Communication Unit or personnel to implement the municipality's communications mandate. The communications function is located in the office of the Municipal Manager.

3. COMMUNICATION PLATFORMS – INTERNAL AND EXTERNAL

External

Currently there is lack of dedicated capacity and communication resources, however communication with external stakeholders will be enhanced to ensure consistency. The following platforms will be used to communicate the key messages of the municipality:

- Community Radio (Eden fm)
- Newsletter, Pamphlets, Community notices,
- Load hailing,
- Social Media (Facebook page, WhatsApp group[s])
- Unmediated Communication Platforms – Ward Meetings, IDP Rep Forums, Community Meetings.

Internal

Kannaland municipality has a staff compliment of **318** employees, including office bound and field staff. Below are the platforms used by the municipality to communicate with internal staff:

- Two way radio and memos printed to communicate with “in the field’ staff.
- Emails
- Internal Memos
- Staff Meetings

Complaint Management System

The municipality will use the Collaborator system to register service delivery complaints received from the community. A two way radio is then used to communicate with relevant official who will visit the complainant to ensure the matter is attended to as speedily as possible. For the purposes of this strategy, it is important that the municipality integrates this system and ensure it is consistent with commitments made in the Client Services Charter. It is therefore recommended that the staff operating the system are trained on Services Charter and ensure that turn - around times are strictly observed.

5. COMMUNICATION CHALLENGES

Kannaland municipal offices are spread across the municipal area, including satellite offices in Calitzdorp, Zoar and Vanwyksdorp. The municipality has four administration buildings in total which makes it quite difficult to communicate. Effective communication within the municipality should be based on professional correspondence designed to assist in the daily operation of the organization or the continued growth of the organization.

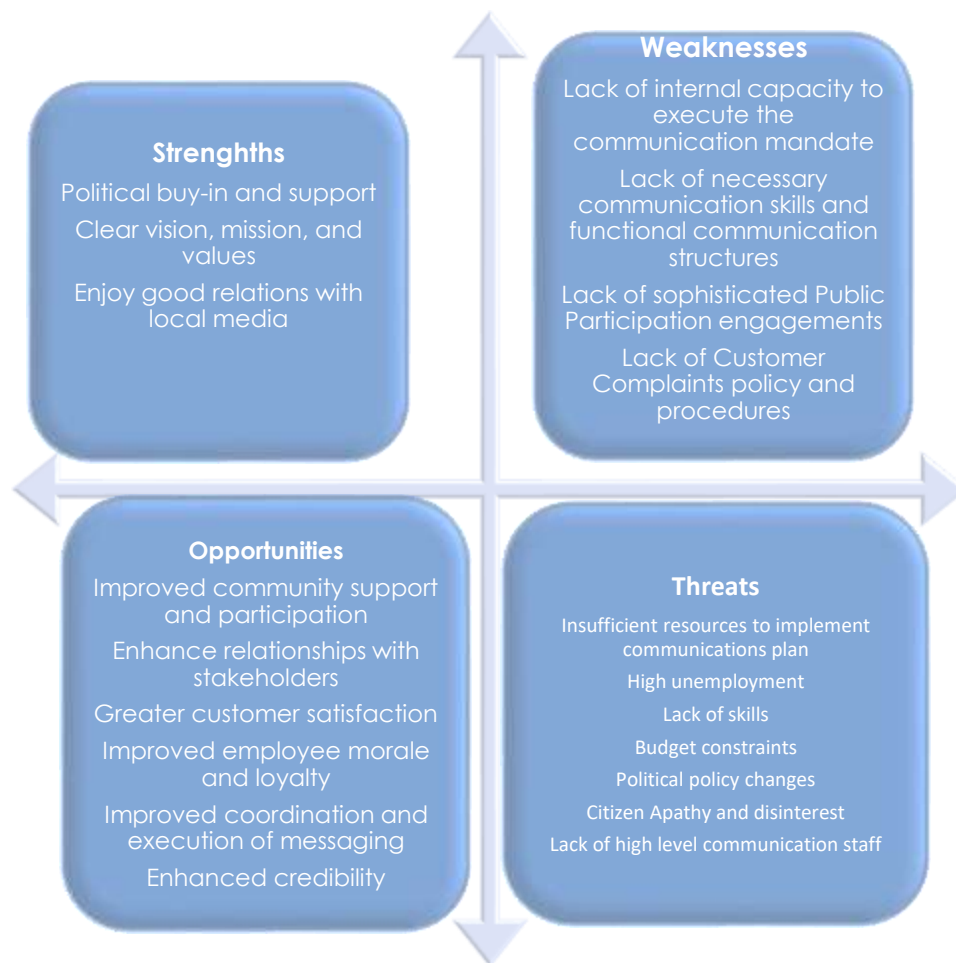
The management of the municipality and Supervisors should provide feedback to staff at all times to improve the quality of information disseminated and the manner in which the information is delivered. As and when new staff members are recruited, it is important for the Kannaland municipality to ensure that such employees are properly inducted, not only to understand the culture of the organization but are familiar with policies, strategic objectives, mission and vision of the municipality.

Effective communication is essential for maintaining a productive workplace. Failure to establish a clear communication system within the municipality may lead to rumours, misinformation, misinterpretation, incomplete information and all this may have negative implications for the municipality.

Basic principles /protocol of internal communication

- Avoid mistaken or confusing information: verify information for accuracy before sending it out to staff. Ensure that the Municipal Manager or relevant Manager signs off on all correspondence to staff members.
- Too Much, Too Little, Too Late: Not enough information, there is too much information or it is delivered after-the-fact. For communication to be helpful, it must be timely and in the amount needed for people to become knowledgeable without causing them to overreact or misconstrue.
- Wrong Audience or Methods: Not all staff of Kannaland municipality has access to emails. It is important to ensure that “in the field” staff is communicated to via their Supervisors or two-way radio.
- Misinterpretation or Application: When information shared is vague and ambiguous, it can lead to misinterpretation. The municipality needs to communicate messages that are factual, clear and to the point.

SWOT ANALYSIS



6. MUNICIPAL COUNCIL

The Municipal Council comprises of 7 seats. The African National Congress (ANC) has 2 seats, The Democratic Alliance (DA) 2, ICOSA 3. The ICOSA/ANC is the governing party in the Municipal Council.

Kannaland Municipality consists of the following wards:

	NAME OF WARD COUNCILLOR	POLITICAL PARTY	AREAS/WARDS/PR
1	Councillor Magdalena Barry	ANC	Ward 3
2	Councillor Alletta Theron	DA	Ward 4
3	VACANCY	ANC	PR Councillor
4	Councillor Joshlyn Johnson	DA	PR Councillor
5	Councillor Jeffrey Donson	ICOSA	Ward 1
6	Councillor Werner Meshoa	ICOSA	Ward 2
7	Councillor Hyrin Ruiters	ICOSA	PR Councillor

7. MESSAGING TO KEY STAKEHOLDERS

Messaging should be simple and unambiguous. It defines the key issues and sets the framework for the conversation between the municipality and residents. It must be targeted towards a particular audience in terms of language preferences and the audiences' existing culture, knowledge, attitudes, levels of education and their involvement in the problem and possible solutions.

The message must reflect the communication objective of changing knowledge, attitude and behaviour. These objectives require different approaches – informative or action orientated. **The messages reflected below are illustrative of the recommended tone and need to be adapted to the context in which they are used: language, educational attainment, cultural values, and so on.**

Communication objective 1: Residents should be able to easily communicate with the municipality about their concerns

This objective supports Strategic Objective 1: To improve and maintain current basic service delivery through specific infrastructural development projects ***and Strategic Objective 3:*** Establish a well governed and accountable administration.

On many occasions, people use the words “information” and “communication” interchangeably, but they mean very different things. Information is giving out – it is a one-way flow – while communication is getting through to people, implying that the exchange of information goes both ways. There are a number of ways that residents can interact with the municipality (through the offices, telephone, radio, email, website, IDP and general public meetings). Some of these are one-way channels for disseminating certain messages. Promoting, in future, the use of two-way channels (Facebook, WhatsApp, etc.) is a necessary to start and have ongoing dialogue or conversation with citizens.

Communities must have a sense that they are being listened to and that their concerns are important to the municipality, mitigates the perception that the municipality is uncaring and unresponsive to the information needs of the residents.

Message: *Talk to us. We are listening. Drive and influence the conversation*

Communication objective 2: Improve flow of internal communications, particularly between senior levels, administration and general employees

There is a lack of up-down communication in the municipality and often those working for the municipality know little about their municipality's important events or decisions. There is also a lack of consistent collaboration and joint planning regarding communications between departments, hence a missed opportunity for strengthening the municipal brand and messaging opportunities.

Message: *Together Serving Kannaland Municipality.*

Mediums: Staff meetings, notice boards, WhatsApp (informal channel) in future, newsletters, training sessions, emails online Microsoft Teams and Zoom in times of adhering to Covid protocols and social distancing.

Support: A set of more detailed messages supports the primary message. These are communicated over time and could include:

- Regardless of what role you play in the municipality and your rank/level, you are part of the team.
- You are a front-line representative of the municipality.
- Have a deep understanding of your municipality's plans for Ladismith, Calitzdorp, Zoar and Vanwyksdorp.

Communication objective 3: Empower municipal employees as brand ambassadors

This objective supports the mission and goals of the municipality as outlined in the "IDP 2021 – 2027"

Empowering Kannaland municipal employees, at all levels, with the information they need to be brand ambassadors and information conduits to Kannaland's various communities is the most cost-effective and powerful way for the municipality to reach out to residents. The municipality needs to fulfil this objective by institutionalising the **IDP** (through dedicated communication training) and ensuring that every staff member not only understood it but had the necessary commitment to assist with realising its intended outcomes.

This can be achieved through the introduction of an o-going **Induction Programme**.

Induction Programme

Each Line Manager is expected to present on their updated and reviewed policies, strategies and operational plans.

Each Line Manager is further expected to build community capacity and skills through the establishment of Development Associations within each sector. Mobilisation of Development Associations in activities, programmes and opportunities will become pivotal in creating an active, informed and participatory citizenry.

A special note on Ward Councillors

Given the unmediated access that residents have to their Ward Councillors and the important role they play as information conduits between residents and the municipality, it is recommended that they are trained in effective communication techniques.

Message: *Live the brand. You speak for us. You are the embodiment of the core values and culture of Kannaland Municipality.*

Mediums: Meetings, WhatsApp messages (recommended), newsletters (in all relevant languages), change management workshops. Ensure that we create a WhatsApp Group for the municipal employees.

Support: A set of more detailed messages supports the primary message. These are communicated over time and could include:

- Municipal employees are front-line ambassadors for the municipality.
- The municipality values all employees and the important role they play in communicating with residents.

Communication objective 4: Promote Kannaland as the unique tourist destination of choice to address poverty and unemployment.

This objective supports the achievement of Strategic objective: Strategic Objective 2: To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development.

Private business and tourism play a critically important role in helping to develop and grow the economy of the town. There needs to be a balance between attention given to business, particularly given the focus on increasing economic growth, and the needs of the poor in the city.

Message: *Your choice*

Mediums: Targeted press releases, annual reports, business forums, business breakfasts, dedicated time with the Mayor and Municipal Manager.

Support: A set of more detailed messages supports the primary message. These are communicated over time and could include:

- The municipality appreciates the role played by business in developing Beaufort West.
- The municipality acknowledges business as an important partner in achieving its strategic goals.
- The municipality is open to public-private partnerships that align with the strategic goals

Communication objective 5: Increase involvement in public participation processes

This objective aims to support Strategic Objective 3: Establishment of a well governed and accountable administration.

The municipality is committed to improving and enhancing public participation in municipal processes, in particular the IDP meetings. The increased and joint communication efforts (The use of load hailing) in 2014 led to increased number of people participating in the meetings, indicating that the communication efforts can and will have to improve. However, sustaining long-term involvement in public participation processes, such as the IDP, rests on instilling a

culture of participation around these processes. The IDP process is used as an example below; this can be extended to all public participation processes.

The municipality needs to educate its residents on IDP processes. It is therefore recommended that the municipality reviews its Draft Public Participation Policy and ensure that it is aligned to the Strategic Objectives of the municipality as outlined in this strategy.

Message: *Help us built a better Kannaland for ALL.*

Mediums: IDP Rep Forum, IDP Steering Committee, District IDP Managers Forum, Provincial IDP Managers Forum, Editorial space in newspapers, posters, flyers, website and Facebook (in future).

Support: A set of more detailed messages supports the primary message. These are communicated over time and could include:

- The IDP process is used to determine what the municipality spends its budget on.
- Everybody is welcome to attend and participate at IDP meetings.
- Residents have a right to know progress towards IDP goals and budget allocations.
- The more input people give at IDP meetings the more the plan will be relevant and responsive to resident's needs.

Communication objective 6: The media should provide unbiased and informed coverage on municipal programs and campaigns

This objective aligns with Strategic Objective 5: Transparency and participation.

Relationships need to be nurtured over a long time. To this end, the municipality should consider “embedding” journalists in some of its activities, processes and initiatives to ensure that the journalist has a clear understanding of what happens in the municipality. Given the shift to digital media and the instant nature with which it operates, it is important to ensure that all municipal officials understand at all times what projects, initiatives and policies the municipality is initiating and its official stance on important issues.

Message: *Transparent governance. Accountable leadership. Proactive and efficient municipality.*

Mediums: Press releases, press briefings, invitations to launches, invitations for behind-the-scenes excursions, interviews with key officials, annual media brunches, training sessions.

Communication objective 7: All municipal staff and residents should know the municipality's vision, mission and strategic goals

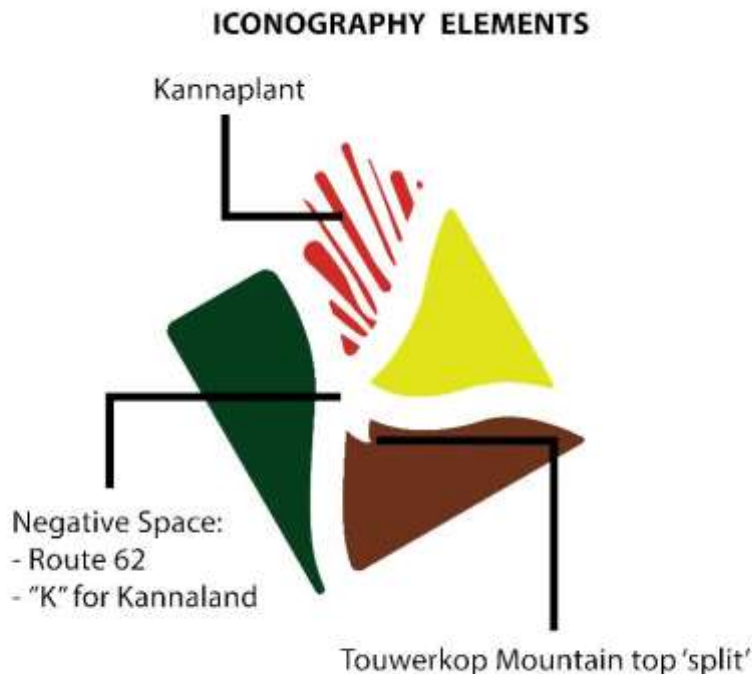
KANNALAND LOGO

Kannaland Municipality is named after a plant called 'Kanna' in Khoi. Indigenous to our area, this is a lush, low-growing succulent that is commonly known as Kanna, Canna, or Kougoed. The area is located in the succulent Karoo biome that features these desert-adapted species in abundance. The route offers a range of attractions linked to people, biodiversity, history and culture



The logo of Kannaland Municipality includes the following elements:

The Kanna flower, unique to our district and after which our area is named.



The use of shades of green reflects the vegetation that surrounds us in our river valleys, highlights the vital importance of sensitivity to environmental and ecological issues in our area, and indicates our commitment to growth and productivity.

Possible campaign ideas

The campaigns listed below address several issues simultaneously: they align with the strategic goals.

It must be noted that the potential scenario of an Eskom blackout provides the opportunity for an integrated campaign focused particularly on water and waste management, as well as managing electricity demand.

Water Conservation Campaign

With the current drought in the entire province, Kannaland is not an exception and therefore needs to embark on ongoing water conservation campaign. The municipality is a water stressed municipality, and the water resources are struggling to cope with the increased demand caused by growing population. The campaign seeks to raise awareness on the need to value water and to use it wisely, pollution, wetland destruction, alien invasive plants and the effects of global warming. The roadshow aimed at changing people's attitude will be themed "Water Wise" campaign.

Golf Day

This is an initiative from the office of the Mayor, to promote the brand of the municipality to various business stakeholders while embarking on a networking exercise that will benefit the community subsequently through municipal services rendered. This initiative also has a potential to attract economic opportunities for the municipality.

Vaccination rollout

Information rollout of vaccination rollout amidst COVID-19 pandemic

8. AUDIENCES – WHO DO YOU WANT TO COMMUNICATE WITH?

The target audience for the Municipality is the entire population of the Kannaland municipality. Different messages should be developed for different target audiences. Similarly the people living in Ladsmith will have different concerns and experiences from the people living in Calitzdorp or in Zoar.

It is very useful to identify and align external target audiences with specific messages and communication methods.

For the purpose of this strategy, the following are identified as key target audiences:

- Municipal staff & stakeholders.
- Trade Unions
- All elected public representatives.
- Kannaland residents in general.
- GCIS

- CDWs
- Focus groups – women, children, youth and the disabled.
- NGO's - CBO's such as sporting bodies, youth forums, debating societies, etc.
- Media
- Western Cape Government
- National Government
- Investors & the business community
- District & other municipalities
- Other spheres of government (National & Provincial)
- SALGA

9. MUNICIPAL MESSENGERS

It is recommended that the Office of the Municipal Manager is central to the process of effective communication between the municipality and the residents. It is therefore ideal that the communications unit be headed up by a person who reports directly to both the Mayor (politically) and Municipal Manager (administratively).

Communication with the media should be restricted to the offices of the Municipal Manager and the Mayor, unless agreed upon that a delegated officials will speak on a specific topic. In this context, it is important to ensure that there is no ambiguity in the messages and that the spokespersons designated, Mayor's office and Municipal manager speak with one voice and one message.

The Credit Control and other frontline staff are a vital component of the communication strategy. Staff are frequently asked questions and the municipality must make sure that they are trained, have the necessary information at hand and know how to handle queries and requests professionally. The municipality has identified the following officials as messengers of the Kannaland Municipality:

- Executive Mayor
- Municipal Manager (MM)
- Executive Directors and Departmental Heads (Delegated function)

8. CHANNELS OF COMMUNICATION

The most appropriate communication channels are identified to transmit a key message to each audience. Through our external communication, we will seek for continued improvement in public perception, root out fake news and foster an understanding of the Municipality. Branding on all printed material, signs, etc. is of the utmost importance and the Communications Department must ensure that all branding is done in a professional way.

The Municipality must use all appropriate communications channels to reach its internal clients and citizens.

Internal

- Emails
- Information brochures
- Staff Notice boards
- Staff meeting
- Newsletters

External

The Municipality has to **allocate budget** for the production of the **external Municipal newsletter** to communicate with external stakeholders. The optimal use of the following communication platforms is strongly recommended:

- Media, print and electronic (**Eden fm**)
- Public meetings and Council meetings
- Open Days
- Community Events
- Website
- Consumer accounts
- Municipal Structures
- Printed collateral and signage
- Social Networks i.e. Facebook and Whatsapp
- National and international events (e.g. Mandela Day, Women's Day, Human Rights Day, Youth Day, Day of the Disabled, etc.

Digital Media

The world has gone digital and municipalities are beginning to embrace it. To strengthen municipal communication, Kannaland municipality will set up Facebook page, including WhatsApp, to communicate with employees and its citizens.

ACTION PLAN

Every Communication Strategy should have an Action Plan that clearly outlines the actions that are required during the course of the year in order to give effect to the Communication Strategy.

The Action Plan should be developed annually and should contain sufficient information to budget effectively for the envisioned communication activities. The annual Action Plan should also be structured on a chronological timeline (i.e. in the order of the calendar days and months) to clearly indicate the activities of each month and quarter so as to allow for effective monitoring and evaluation.

The Action Plan should subsequently be revised every quarter to include detailed planning for each listed activity.

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.

Please note that given the budget and staff capacity constraints faced by the municipality, some of these actions could be amended or modified accordingly. Some of them will require commitment by municipal leadership and additional funding from outside the communication budget. The recommendations serve as “broader picture” actions to guide communication activities.

Recommended actions for events

- Send the calendar of events to all directorates and ask them to reply with an indication of activities they will be planning aligned with any events. Preferably, this can be done on a monthly basis; however, having a broad overview of what is expected during the year would be beneficial in terms of long-term planning for the Communications Unit.
- Use social media software tools that enable preloading of Facebook messages with automated release on designated dates. This task can be delegated to the Director: Corporate Services, with sign-off responsibilities remaining with the Municipal Manager.

Possible activities

Most of the actions listed below serve to align messaging and the municipal brand. Some of these are once-off actions, serving to provide a consistent base for communication. The activities have been grouped according to the capacity and resources needed to implement them. Budget allocations for each are given in the recommended budget associated with the communication strategy and action plan.

Notices to the public

The Municipality should investigate innovative ways to improve Communication with the general public. The following matters should be investigated and addressed:

- Notices via account messaging
- Eden Fm coverage
- Customer care centre
- Newsletter
- Website Compliance and important documents uploaded for public comment and participation.

ACTION	RESPONSIBILITY	IMPLEMENTATION DATE
Quarterly newsletters must make provision for messages and inputs from , Municipal Manager, Mayor, Ward Councillors and ward activities from within the administration of the	Peter – George Rooi	End of September

municipality in order to utilize it more effectively		
Special invitations must be extended to specific sectors, groups and individuals which are not represented in the Ward Committees to attend the ward and Council meetings as the Council deem necessary to give input	Council	Ongoing
Ward Committee members must have meetings with their sectors which they represent and give the dates to the Ward Councillors to monitor feedback	Ward Members	Ongoing
Development Associations established within each department (Pilot in LED)	Line Managers, Ward Councillor, Business Sector	Monthly
Municipal vacancies must be advertised on a monthly basis via local newspapers or municipal website	Peter – George Rooi	Ongoing

NB: Ward Committee/Public Participation policy will be added as an addendum to the strategy once it is revised

Handling of complaints received (Collaborator)

Kannaland Municipality uses an Collaborator system to log and track progress made regarding public complaints received. The complainant is given a unique reference number and assigned to an official who will provide feedback to the complainant.

NB: Develop and adopt a Complaints Management policy and attach to the strategy as an addendum.

Internal Communication

Challenges:

- To improve internal Communication and address staff members's perceptions and feelings of alienation, regular meetings need to take place at Management and Executive levels.
- Personnel have a sense that they are excluded from decision taken at Council and Head of Department (HoD) meetings. They are often not informed about management decisions and that has an impact on their operations

ACTION	RESPONSIBLE	IMPLEMENTATION DATE
Management meetings with staff must take place at least once a month	Municipal Manager	Monthly

ACTION	RESPONSIBLE	IMPLEMENTATION DATE
Municipal Manager should meet with all the Departmental Heads once a month (Management meeting)	Municipal Manager	Weekly planning sessions
Staff members to receive training in the principles of Batho Pele, Client Service Charter and Communications in general	Municipal Manager	Annually
The MM and the Mayor to meet with staff at least twice a year	MM and the Mayor	Bi- Annually
The Minutes of Council and Management meetings must be circulated by each Director to his/her personnel	All Directors	Within one week after Council meeting
The Municipality should have two team building sessions for staff at least twice a year/ Wellness programme	Municipal Manager	Quarterly
Copies of minutes must be made to personnel that are working at regional offices.	Secretaries of Directors and MM	Within one week after Council meeting
Each Department to have an internal Communication Plan to be handed to the Municipal Manager (compulsory Bi weekly meetings per Department or as required). Departmental meetings aimed at setting targets and discussing complaints	All Directors	Bi-Weekly
Each Director must appoint one person to act as a “Communications Champion” for their respective Departments. Departmental Communications Champions must meet monthly to discuss respective communication programs and develop an Integrated Monthly Communications Events Calendar for the municipality (recommended)	All Directors	
Staff members must inform front office personnel if they are not in	Staff	

ACTION	RESPONSIBLE	IMPLEMENTATION DATE
their offices or if they cannot immediately meet with the public		
Frontline office personnel must contact staff members via telephone if there is a person waiting to meet them.	Frontline office pesonel	
Copies of requests and correspondence fowarded to other Departments must be provided to the MMs Secretary to monitor timeous response	Frontline office staff and MM's Secretary	

External: communication

Communication is mostly done in Afrikaans. However, concerted efforts must be made to accommodate English and Isixhosa speakers as and when necessary.

ACTION	RESPONSIBLE	FREQUENCY
Language: <ul style="list-style-type: none">• The Municipality must make provision for English, Xhosa and Afrikaans when media is used to communicate with the public• Notices must be in all the three languages as and when required• Official documents of the Municipality must be summarised in English and Xhosa as and when required• Presentations and meetings must be conducted interchangeably to consider language preferences of people present	Directors	Ongoing
Website	Municipality	Ongoing
All residents should know the municipality's vision, mission and strategic goals. Importantly, brand municipal offices, vehicles and uniforms with the vision, mission and strategic goals. The municipality should set aside a budget for the branding of clothing for purchase by municipal staff.	Municipal Manager	Induction
Open Meeting with structures and community (IDP)		Annually
Newsletter		Quarterly

Written Communication: Professionalising Municipal correspondence

ACTION	RESPONSIBILITY	FREQUENCY
All formal external correspondence is the responsibility of every Director and must be sent out under the Municipal Manager's name and sign-off	Directors	Ongoing
Any correspondence that may be contentious or disputable must be brought to the attention of the Municipal Manager and must be signed off by the Municipal Manager	Directors	Ongoing
All correspondence to the Provincial and National Government ministers, Premiers, President and Executive Mayors must be sent under the name of the Executive Mayor and signed off by him or her. This applies to any media enquiry	Mayor	Ongoing
All correspondence to Provincial Directors General, Heads of Departments, Municipal Managers must be sent under the name of the Municipal Manager and signed off by him/her	Municipal Manager	Ongoing

Kannaland Municipality Forums/ Focus Groups

Forum name	Frequency of meetings	Purpose	Composition	Chairperson
Garden Route District Co-ordinating Forum	Quarterly	To identify and implement programs aimed at realising one of the key objectives of local government, i.e. to deepen local democracy.	Mayors, Municipal Managers and Provincials Departments (when requested)	Garden Route District, Executive Mayor: Mr M Booysen
Garden Route Municipal Managers Forum	Quarterly	To discuss matters of Municipal interests.	Municipal Managers, and Provincial Departments	Garden Route DM, Municipal Manager: Mr M Stratu
District IDP and Public Participation Managers Forum	Quarterly	Platform to engage on the IDP process of the district & local B - Municipalities in the district; share best practices on IDP and public participation Aim for alignment between the IDP of District & B – Municipalities.	IDP Managers IDP Officers/Coordinators DPLG – Integrated Development Plan Directorate/ Public Participation Managers	Garden Route DM, IDP Manager: Ms M James
Garden Route District IDP, Budget and PMS Representative Forum	Bi-Annually	The Mayor of Kannaland Local Municipality will present the status of the Municipality relating to IDP, Budget and Performance Management. Sector Departments will also present all their proposed projects and programmes to IDP Rep Forum of the Garden Route District.	Executive Mayor, Sector Departments, Ward Committees, Development Associations, SMMEs, Business Chamber, Relevant Interest groups/Stakeholders	District Executive Mayor: M Booysen
Kannaland IDP Steering Committee	Quarterly	Draft and annual review of IDP, Drafting the IDP Process and and time schedule Monitor IDP Implementation and performance management, draft and review PMS Policy/Strategy	Executive Mayor, Councillors, Municipal Manager, Executive Directors/CFO, Departmental Managers, Sector Departments, COGTA,	Municipal Manager
Kannaland Economic Partnership	Quarterly	Platform for Economic Development Practitioners, tourism officials, local tourism office representatives and government departments and private sector stakeholders to discuss best practices for the implementation of LED project and programs to stimulate the local economy.	LED Managers SEDA, Government Departments and Relevant Stakeholders/ Business Chamber/Development Associations/Youth Agencies	Kannaland Chairperson: IDP and PMS Manager
District Infrastructure/ Roads and Energy Forum	Quarterly	Platform through which developers could engage regulators on issues affecting roads, Infrastructure and Renewable Energy	Infrastructure/Technical Managers, Department of Transport, Infrastructure and Energy and Provincial Sector Departments and relevant stakeholders.	Kannaland Chief Electro technical services: Mr Loyisa Vekele
Kannaland Communicator and ICT Forum	Quarterly	To discuss and Review the ICT/Communication Strategy and Policy related matters.	Communication and ICT Managers/officials, GCIS, and Provincial Sector Department.	Kannaland Senior Communication Officer : Mr P George and Mr R Fortuin

Kannaland Municipality Forums/ Focus Groups

Forum name	Frequency of meetings	Purpose	Composition	Chairperson
Kannaland Municipal Community Services Forum	Quarterly	To discuss matters related to waste, municipal health, air quality, waste management, social services and housing related management	Community Services Manager, Provincial Sector Departments District and Local Air Quality Managers/ Officers, Provincial Sector Department, Relevant Stakeholders and Industries/Human Settlements	Chairperson: Community Services Manager: Miss Murusda Van Heerden
Kannaland Public Safety Forum	Quarterly	To discuss cross-cutting talking points in terms of disaster management, fire services traffic management.	Community Services, Traffic Chief, Fire Officers, Department of Local Government	Manager: Community Services/ Chairperson: Traffic Chief
Kannaland Joint Risk and Internal Audit Forum	Quarterly	To discuss Transversal Risk Management related issues. To discuss challenges related to Internal Audit and implement resolutions from provincial structures	Local Risk and Internal audit practitioners; MPACT and PMS	Chairperson: Manager: Risk, Contracts and Compliance
Kannaland Local Labour Forum	Bi-Monthly	The local labour forum has the powers and functions of negotiating and/or consulting	Councillors, Municipal Manager, Executive Managers, HR Managers and Trade Unions	Kannaland Chairperson: Mr P George
Kannaland Human Resources and Skills Development	Quarterly	Internal and external Skills development and policy and strategy development and review	Councillors, Municipal Manager, Executive Managers, HR Managers and Trade Unions	Manager: Human Resources: Mrs Johanalie Andrews
Kannaland Farmers Association	Quarterly	To discuss farming related matters	Municipal Manager, Manager: IDP and PMS, Provincial department of agriculture	Municipal Manager
District EPWP Forum	Quarterly	To discuss EPWP related matters	District and Local EPDP Managers/Coordinators, Provincial and National Department of Public Works	Garden Route DM, EPWP Managers: Mr R. Dyantyi
Kannaland MPAC	Quarterly	Municipal oversight on Council processes and performance	The Speaker, Corporate Services, Internal audit,	Chairperson Cllr J Donson

RECOMMENDED BUDGET 2021/22 FINANCIAL YEAR

Below is a proposed budget to be allocated for the implementation of the Action Plan Due to financial constraints the undermentioned envisaged action plan is unfunded. The matter shall be reviewed during the 2021 financial year at the time an adjustment budget is tabled to Council and after the new council has been elected:

DESCRIPTION	COST
CAPACITY	
Appoint an Intern to assist with implementation of Action Plan	R 0 Per Annum
TRAINING	
1x Communication Training for all Departmental Communication Champs, Directors and Senior Mangers	R 0 In house
Communication Induction Programme	In house
COMMUNITY OUTREACH	
IDP Communication	R 30 0000
Water Conversation Campaign	R 0
"Proudly Kannaland" Campaign	R 10 000
MEDIA EXPENDITURE	
ADVERTISEMENTS – Tenders , Auctions etc. (Eden fm)	R 0
Eden fm – for Post Council briefing and ad-hoc communication projects	R 0
Quarterly Media Breakfast - Move towards using all three languages in all official communication	R 20 000
Press release/Newspaper articles (Improving the public image/opinion)	R 50 000
MISCELLANEOUS:	
Banners for events, iPads, etc. NB: Budget for the purchase of at least 2 roll-up municipal banners	R 50 000
Camera	R 5000
TOTAL:	R 115 000.00

GENERAL RECOMMENDATIONS TO IMPROVE COMMUNICATION

- A dedicated Senior person must be appointed to drive the implementation of the communications Strategy and Action plan for the Communications.
- A campaign must be launched to promote the image of the Municipality and reflect on the positive work done by the municipality.
- In order to improve the image of the Municipality, methods of Communications which include monthly accounts, notices that appear in the press about tenders, development initiatives, valuation policies and other notices must be put up at public notice boards, be easy to understand with correct contact details. This will empower residents and will ultimately ensure there are far less queries for the Municipal staff to deal with afterwards.

- The relationship with the media is an important one and can address many issues at once.
- It is important to react timeously when information or comments are required and to respond to negative reports or letters from residents to increase awareness
- An easily recognisable visual image for the Municipality and a clear set of contact numbers for various services need to be produced enmasse and widely distributed to residents.
- Empowering communities with knowledge and information about the Municipality and how it works will contribute to the process of successful Communication.
- Continue to use municipal website to communicate extensively.