COMMUNICATION STRATEGY/POLICY

2013 - 2014

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TABLE OF CONTENTS

TABLE OF CONTENTS

1   Introduction

Communication in the developmental local government environment is not business as usual. The former top down approach to communication has been superseded by participatory communication. Instead of being told what to do, communities are now consulted on issues that affect their daily lives. Local government communication in the modern sense is about involving communities in governance.

One of the strategic objectives of the Municipality is to strengthen public participation through effective communication. Central to achieving improved dialogue and participation with communities is the development of a comprehensive and coordinated community communication strategy/policy to ensure that communications in the BVM area are well co-ordinated, effectively managed and responsive to the diverse information needs of the public.

Communicating with people:

2   Background

This strategy is informed by:

- the role of communication in developmental local government, its evolution and application in the South African context, and
- recent developments in the three spheres of government.

2.1   Developmental local government and participatory communication

According to Kingsbury et al. development has a service role to ensure that the importance of good governance and human rights issues be maintained and utilised to entrench poverty alleviation on the development agenda (2004:22). This service role of development is central in the current services protest discourse in South Africa where government is accused of failing communities in service delivery, giving rise to frustration that often boils over in violence.

Considering the central role of people in contemporary development thinking, the concept can be defined as, "a process of growth towards self-reliance and contentment by which individuals, groups and communities obtain the means to be responsible for their own livelihoods, welfare and future" (Kingsbury et al., 2004:25). Although development means different things to different people and relatively few studies of development communication bother to define the concept, Melkote and Steeves support the notion that development means improving the living conditions of society (2003: 34). Development as a vehicle to improve the lives of people at grassroots level however, was not acknowledged by modernisation and its investment driven development strategies.

In Africa, economic thought was moulded along the concept that every person has a right to food, shelter, clothing and protection. It was rooted in the norm that "what happens to one, happens to all." The work of society, as Africans understood it, was organised to be done jointly. According to Mutharika this practise still forms the foundation of the African civil society today and should constitute the basis of development initiatives (1995:9). Colonialism and its modernisation ally maintained that Africans are incapable of ruling themselves and could therefore not develop any economic thought. For Mutharika the answer for Africa's underdevelopment lies in, "the theory of collective self-reliance through economic co-operation on a regional basis (1995: 14). The establishment of democracy in South Africa in 1994 placed great emphasis on development, with initiatives such as the Reconstruction and Development Program (RDP) catering for the basic needs of people at grassroots level.

Development (empowerment) of third world countries in the post-Second World War period up to the 1970s was viewed as synonymous with economic development. The welfare of the people of recipient states was neglected in favour of economic growth, arising from the transfer of technology from advanced areas to technologically and economically underdeveloped areas (Kingsbury et al., 2004: 25).

The focus on basic needs in development planning resulted in renewed emphasis being given to programmes providing basic needs to the poor in rural communities. Unfortunately increased priority to basic needs in development planning deteriorated into the rhetoric of welfare (defining the needs of the poor in welfare terms) which diverted the attention from boosting the productivity of impoverished communities. Policies directed at the poor portrayed a paternalistic attitude,

obscuring the truth, confusing charity with development assistance, education with knowledge and poverty with ignorance (Kingsbury, 2004: 33).

At the beginning of the development decade of the 1970s development was still paternalistic and elitist orientated, side-lining poor people from the process that was supposed to benefit them – reducing them to second-class citizens in their own countries of birth.

During the 13 years Robert McNamara served as president of the World Bank, (1968-1981), the importance of placing poverty reduction at centre stage in development gained some momentum (Kingsbury, 2004:31). It is only since 1980 that the link between poverty and development received the explicit attention of development practitioners and mainstream academic literature. Role players now realise the value of participatory development in planning, problem solving and program implementation (Kingsbury, 2004:26).

2.1.1 Community participation – a South African perspective

A largely dormant pre-1976 period was followed by an active 1977-1983 period, with the death of political activist Steve Biko in September 1977, signalling the need for community organisation and mobilisation at grassroots level as well as community control with the emphasis on "power to the people." During this period the United Democratic Front (UDF) was established to mobilise the community against the apartheid regime – giving a voice to the people (Williams, 2006:199).

During the 1984-1989 period, the involvement of communities in the struggle against oppression gained momentum with international cultural and sports boycotts contributing to accelerated change. This pressure on government by civil society activism during the 1980s (Horwitz, 2001:4) led to the legalisation of liberation movements and the beginning of consensual politics of negotiation during the period 1990-1994. These negotiations resulted in the drafting of the Reconstruction and Development Program (RDP) in 1994 and the 1996 Constitution of South Africa. The former was the result of community participation and the latter entrenched the public's right to participate in local government planning (Williams, 2006:199).

The 1996-2000 period and beyond is characterised by the establishment of various types of development partnerships and the promulgation of legislation that promote public participation, emphasising local government's role as implementing agent.

Since the establishment of democracy in South Africa, local government has undergone far reaching change. The country's second democratic election held on 5 December 2000 has ended the transition phase of post-1994 local government and initiated a new era in municipal governance, generally referred to as developmental local government. Local authorities are now expected to play an increasingly prominent role in growth and political emancipation in South Africa. The Intergovernmental Relations Framework Act, 2005 recognises local government as the "key site of delivery and development" which is central to the "entire transformative project of *post-apartheid* South Africa" (RSA, 2005).

3   Legislative framework

Local government also has a legal obligation and political responsibility to ensure regular and effective communication with the community. The following section explains local government's developmental obligation in terms of the relevant legislation that regulates participative governance, the cornerstone of developmental local government.

The essence of the new democracy is the right of the community to participate in governance. The **Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)** provides for democratic and accountable government for local communities and encourages the involvement of communities and community organisations in matters of local government. In terms of Section 152(1) of the Constitution local government must strive towards achieving the following objectives:

- to provide democratic and accountable government for local communities
- to ensure the provision of services to communities in a sustainable manner
- to promote social and economic development
- to promote a safe and healthy environment, and
- to encourage the involvement of communities and community organisations in the matters of local government

From the above discussion it is clear that meaningful developmental local government cannot be achieved in the absence of community participation.

Entrenching the constitutional obligations, the **Municipal Systems Act, 2000 (Act N0. 32 of 2000)** (Section 16 (1)) stipulates that municipalities "must develop a culture of municipal governance that complements former representative government with a system of participatory governance". Communities, according to the Act have the right to contribute to the municipality's decision-making processes. Section 6 (2a) guarantees that the administration of a municipality must, "be responsive to the needs of the local community". Section 17 of the Act allows for local communities to participate in the affairs of the municipality.

The **White Paper on Local Government** provides for municipalities to develop mechanisms to ensure community participation. It stipulates that the community must participate in the development of policy and the monitoring and evaluation of decision-making and its implementation. Of special significance is the provision in the **Systems Act** that makes it compulsory for communities to participate in the formulation of Integrated Development Plans (IDPs). Section 23 (1) (b) stipulates that municipalities must undertake developmentally orientated planning to give effect to its developmental duties as required by section 153 of the Constitution.

Communication at local government level is not restricted to communities. It also entails communication between municipalities and municipalities and other government institutions at national and provincial level. The **Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)** established 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.

Through the efforts of IGR forums, implementation protocols can be developed to advance the work areas of government, 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. It is the task of government communications to ensure that the communication duties of such forums are adequately attended to.

The **Promotion of Access to Information Act, 2000 (Act 2 of 2000)** gives effect to 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.

The above legislative framework does not only guide and protect the right of communities to participate in local government. It also makes provision for the involvement of local communities in the development, implementation and review of the municipalities' Performance Management System. The **Municipal Systems Act** highlights the importance of communities to be involved in the development of the municipalities' key performance areas and to assist in the setting of performance targets for municipalities.

The foregoing explanation illustrates local government's pivotal role in the advancement of participatory governance, highlighting the importance of community participation in realising developmental goals. However, for communities to fully participate in governance and to promote multilingualism municipalities must cater for language preferences. In terms of **Section 6 (3) (b) of the Constitution of the Republic of South Africa Act, No. 108 of 1996** municipalities must take into account the language use and preference of communities when communicating to them. Other legislation and policies catering for linguistic participation include the following:

- Section 5 of the Constitution of the Western Cape (Act 1 of 1998)
- The Western Cape Provincial Languages Act (Act 13 of 1998)
- The National Language Policy Framework (2003)
- The Pan South African Language Board Act (Act 59 of 1995)
- The Western Cape Language Policy (2001)
- Sections 18.2 and 21.2 of the Municipal Systems Act, (Act 32 of 2000
- Section 31 of the Promotion of Access to Information Act (Act 2 of 2000)
- The Batho Pele principles (Government Gazette No 18340 of 1October 1997)
- Values of the Breede Valley Municipality

4 Developments within the three spheres of government

In addition to the participative nature of government communication, the development of the strategy is informed by the following recent developments within the three spheres of government:

4.1 National Environment

4.1.1 State of Local Government Report

The findings of this 2009 report in respect of public participation and communication indicate that many municipalities have been unable to provide effective leadership in developing and communicating a common vision amongst communities and stakeholders, particularly with reference to what realistically can and should be done and achieving this in a progressive and structured manner.

It was also found that municipalities practice inadequate community participation and are ineffective in mediating expectations and mobilising and supporting communities to tap into state and non-state resources. This discouraged communities from participating as they perceive it to have no influence over decision-making processes. Of special significance is the **marked absence of communication between councillors and the community.** This leads communities to believe that communicating through violence is their only option. Accountability is an essential success factor in communicating with communities.

4.1.2 Local Government Turnaround Strategy (LGTAS)

In view of the above a turnaround strategy to transform dysfunctional areas of municipalities to that of being fully functional was introduced by government. The revised communication strategy aims to fulfil the following functions of an ideal municipality, as identified by the LGTAS:

- Provide a democratic and responsible government for local communities
- Promote a safe and healthy environment
- Promote social and economic development
- Assign clear responsibilities for the management and coordination of administration
- Facilitate a culture of public service and accountability among its staff.
- Encourage the involvement of the community in matters of local government
- Be responsive to the needs of the local community

In order to comply with these functions and improve communication between government and communities, the strategy sets out to institutionalise communication structures, processes and systems for structured, direct and regular communication with local communities. The communication strategy will support and accommodate the strategic objectives of the LGTAS through communication sub-strategies and action plans.

4.2 Provincial environment

A provincial municipal assessment project revealed a communication gap between communities and their municipalities based on a **lack of information to communities**. Communication was identified as the key driver in public participation as it should provide strategic and technical advice to campaigns, broaden community participation and strengthen participatory democracy. **Communication planning should consequently be integrated into any form of public participation planning and implementation**.

4.3 Local environment

An assessment of the communication environment in the Breede Valley for the period 2009 – 2012, based on media reports and protest actions, clearly indicates a breakdown in communication with communities. Incidents such as the xenophobia attacks and farm worker strikes in De Doorns and service delivery protests in Touws River, Zwelethemba, Sandhills and Avian Park, suggest insufficient communication with role players such as agriculture unions/ organisations, farm workers and ward committees. Many of these incidents developed over time, adding to the assumption that communities were neglected in terms of communication.

The extraordinary violence, intolerance and prejudice that characterises protest action and crime in the Breede Valley is of particular concern and an indication that a big effort is warranted to improve relations in the communities. In addition to a breakdown in relations, preventing social cohesion, a culture of violence and escalating crime, service delivery related problems, especially illegal dumping of refuse and sewerage problems also prove to be communication challenges. All these factors impact negatively on the Municipality. Communication actions in terms of this strategy should therefore be informed by the IDP and accommodate Council's strategic pillars and objectives.

The IDP is not only a strategic framework that guides performance but also a vehicle for communication and a yardstick for political accountability – the development and monitoring of the IDP serves as both a basis for engagement between state and community as well as an instrument against which the community can hold the council accountable.

The communication strategy will address the needs of public participation and IDP processes in order to prioritise and organise its communication activities, to market it and make it available to the public with the aim of communicating more widely the priorities and activities of the IDP process.

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5   Role of communication in public participation

The effectiveness of any public participation process is fundamentally linked to the municipality's institutional capacity to maintain an effective communication system. It entails the use of communication in promoting public participation in governance via the following platforms:

- Ward committee meetings

- IDP/Budget meetings

- Community meetings

6   Communication principles

The strategy acknowledges the following principles of government communication:

- government work is a public activity
- everyone in the municipality is a communicator
- communication must be based on an integrated communication strategy and programme
- communication is more than just media liaison
- direct communication and mutual exchange of views with the public is the most effective form of communication
- understanding the communication environment is vital
- communication campaigns work best when it is carried out in partnership with others outside of government
- all stakeholders must take responsibility to clarify when they do not understand a communication
- all stakeholders must make the effort to suggest how communication can be improved in order to become more effective

Communication must also be honest, open and accurate. It must be accessible to all members of the community, clear, simple and user friendly.

The Municipality subscribes to the following values based on the Batho Pele Principles which guide this strategy:

B - Beyond service excellence - We exceed the expectation of our communities by delivering innovative and affordable services.

A - Accountable - We are professional and take ownership for everything we do.

T - Teamwork - We believe in delivering together.

H - Honesty - We behave with integrity and truthfulness in all our dealings.

O - Open and Transparent - We hide nothing and keep everyone informed.

P - People Driven - We deliver service for people through people.

E - Efficient and Effective - We will deliver a rand's worth of service for every rand we receive.

L - Learning Organisation - We believe in continuous learning and create opportunities for personal and communal development and growth.

E - Equal Opportunity - We believe in equal opportunity for all and will use this diversity to the advantage of our communities.

7   Objectives of communication strategy

Effective communication is about participation and the empowerment of people. It is a social process based on dialog, using a broad range of tools and methods. It is also about seeking change at different levels, including listening, building trust, sharing knowledge and skills, building policies, debating, and learning for sustained and meaningful change. It is a process that involves people (internal and external) in decision making on issues that affect their daily lives.

Communication aims

- To implement and maintain internal systems, processes and procedures to ensure the effective flow of information and equip personnel, key to effective service delivery, with the necessary knowledge to perform their functions effectively.

- To inform the public on municipal activities and provide mechanisms for public participation in governance.

- To promote effective public participation within the IDP planning process by informing the public on the process and providing them with the opportunity to voice their concerns and deliver inputs.

- To promote the corporate identity and image of the Municipality.

- To encourage and maintain good inter-governmental and media relations.

- To promote the use of the three official languages in the Western Cape, namely Afrikaans, English and Xhosa, in the affairs of the Breede Valley Municipality.

- To make provision for the usage of Sign Language and Braile, if and when considered necessary to address the special needs of hearing- and visually impaired people.

8   Target audiences – who are we communicating to?

Internal	External	Forums
Managers/Directors/Personnel	**Community**	IDP
Executive mayoral committee	**Media organisations**	DCF
Councillors	**Local businesses/investors**	DCFTech
Portfolio committees	**Farmers and farm workers**	PPCF
Ward committees	**Differently abled persons**	PPPCF
Employee organisations	**Government departments**	IGR
CDWS	**CWDM**	Worcester business forum
Internal liaison committee (ILC)	**Municipalities in Cape Winelands District**	Youth forum
	Faith based organisations	Ward committee meetings
	Schools/Youth	Council and MayCo meetings
	SALGA	IDP PP meetings
	Service organisations	Management meetings
	Welfare organisations	NGO forum
	Vulnerable communities	

9 Communicators – who are communicating?

9.1 Media policy

Notwithstanding the fact that every municipal employee in terms of local government's developmental mandate is a communicator at all times, it is necessary that a line of hierarchy and authorisation be adhered to in order to ensure that communications across the Breede Valley Municipal area of jurisdiction are well coordinated, effectively managed and responsive to the needs of the public.

9.2 Communication roles and responsibilities

Executive Mayor

The Executive Mayor is the face and chief communicator (spokesperson) of the Municipality. These responsibilities can be delegated to the Deputy Executive Mayor or Municipal Manager whenever required. The Mayor is also responsible to communicate on matters of a political nature.

Municipal Manager

The Municipal Manager is the spokesperson on administrative, strategic and operational issues. These responsibilities can be delegated to the officer responsible for media relations. He ensures the communication strategy is in line with the municipal objectives and reflects Council's priorities. The municipal manager ensures the integration of the communication function within Council's decision-making processes and the integration of the IDP in the overall planning of the Municipality.

Directors

Directors are responsible for ensuring compliance with the Municipality's communication strategy/ policy.

Officer responsible for communication/media liaison

The communication official is responsible for:

- cultivating proactive relations with the public and media to promote public awareness and understanding of Council programs, services, events and initiatives;
- preparing, coordinating, editing and distributing official responses (media queries and statements;
- arranging media conferences and information sessions; and
- appoint a suitable person to speak to the media on specific matters such as disaster management.

10 Language policy

10.1 Provisions for the use of the official languages by Council

- Any of the three official languages in the Western Cape may be used in debates and other proceedings of Council and its committees. Where possible provision will be made for interpreting services from and into the three official languages during sittings of Council, the Mayoral Committee and sub-committees. Sign language interpreting must be provided when considered necessary;

- Where possible all official documents of Council and its committees - policies, by-laws and resolutions will be made available in all three official languages.

- Reports and attachments thereto submitted to Council and its committees must be kept in its original form. However, where possible, recommendations to all reports must be made available in all three official languages;

- A recommendation adopted by Council and its committees shall for all purposes be regarded to have been expressed in the language in which the written report is submitted for consideration.

- A notice of motion or a formal motion in Council or its committees must, where possible, be tabled in all three official languages and the administration must where possible make arrangements to ensure that a motion drawn up in one official language is also available, within a reasonable period, in the other two official languages;

- Notices of all meetings and index to agendas must where possible, be in all three official languages.

10.2 Official notices and advertisements

All official notices and advertisements for general public information must where possible, be issued/published in all three official languages.

10.3 Internal communications

- Internal oral communication shall not be limited to any one particular language. No person shall be prevented from using the language of his or her choice.

- Internal written and electronic communication shall not be limited to any particular language. If the addressee does not understand the language in which he or she is communicated with, he/she may request communication to take place in a language he/she understands.

- All internal staff communiqués must where possible, be in all three official languages

- The language in which training is conducted should be determined by the language preferred by the majority of the participants. When necessary interpreters should be used to ensure full participation.

- Disciplinary hearings must where possible, be conducted in the language of preference of anyone involved in such hearings. For this reason interpretation/translation services must be made available.

10.4 External communications

- Any member of the public may use any one of the three official languages of the Western Cape as well as Sign Language in his/her communication with the Municipality.

- External communication or response thereto must be in the official language in which the original communication was received.

- If the Municipality initiates the communication, it must establish and use the mother tongue of the target audience whenever possible.

- The Municipality in communicating with the public must where possible, ensure that it is done in the most appropriate way with the assistance of interpreters, translators and technology.

10.5 Identification signs

Identification signage and directions to identify the Municipality's offices or facilities must be in the three official languages of the Western Cape. Due consideration must be given to the public's language use and preference in regard to local road signs, street names and direction signs.

10.6 Implementation

10.6.1 Language code of conduct

- Multilingualism should be encouraged in the Municipality as a tool for building relationships with the community and promoting economic development and cultural pluralism.

- Notices informing the public of their language rights must be displayed in all municipal buildings/offices and facilities.

- Officials and councillors must be encouraged to courteously accommodate the language preferences of other officials and councillors.

10.6.2 Language services unit

- A language services unit responsible for implementing, maintaining and monitoring the language policy must where possible, be established under the auspices of the Director: Strategic support services.

- The unit must strive to promote equal access to municipal services for the community.

- The unit must liaise on a regular basis with PANSALB, the Western Cape language committee and other relevant bodies on the latest developments in the field of multilingualism.

- Progress in respect of the implementation of the language policy should be monitored on a regular basis.

10.6.3 Training and development

- Officials and councillors must be encouraged to learn the languages they do not know.

- Training programs must be presented to sensitise staff and councillors on multilingualism and to develop their language skills;

- An internal language skills audit of personnel and councillors must be undertaken regularly to determine the language needs.

- The Municipality must in terms of section 6(3) (b) of the Constitution take into account the language preferences of its residents. To comply with this constitutional obligation Council must strive to conduct a language audit of the residents within the Municipality's area of jurisdiction every five years. Alternatively the latest census figures, if not older than five years, can be used.

- Officials must take cognisance of the Municipality's language policy when advertising e.g. official notices, recruiting and appointing staff.

- The Municipality must encourage private enterprises to develop similar language policies through awareness campaigns, to promote multilingualism.

10.6.4 Telephone exchange

The main telephone exchange must welcome the public in all three official languages. A recorded service must be available in all three official languages, encouraging the public to use their language of choice.

10.7 Language committee

A language committee consisting of three councillors (one Afrikaans, one English and one Xhosa speaking) must be established as a sub-committee of the Section 79 Strategic support services committee to regulate multilingualism in the Municipality.

10.8 Financing

In order to meet the obligations outlined above, Council must consider the following:

- Language policy development and implementation;

- Language training; and

- Language resources and audits.

11 Communication channels/platforms

Category	Internal	**External**
Direct Communication	One-on-one Senior management meetings Management meetings Staff meetings Council meetings ILC meetings Telephones Workshops Training sessions	One-on-one appointments Ward committee meetings Ward meetings Community meetings/events Meetings with stakeholders Imbizos Workshops Training sessions Events
Print media	Internal memorandums Letters Informal notes Pamphlets	Letters Newspapers Pamphlets Flyers Municipal accounts News media Advertisement
Electronic	Intranet E-mail Computer programs Social media	E-mail Internet Website Social network Community radio
Signage	Notice boards/information signs	Information signs and boards Law enforcement signs Bill boards in wards
Forums	Management meetings	IDP Forum LED Forum DCF DCFTec PPCF PPPCF Municipal Council meetings Ward committee meetings IDP CC
Other		Libraries Thusong centres

Category	Internal	External
		Jamborees

12 Program of action

The program of action will focus on new and innovative programs that will complement existing internal and external communication practices. The communication action plans will be monitored on a quarterly basis by the head of communications.

12.1   Internal communication

12.1.1 Meetings

Charity begins at home. The mission statement of the Municipality, referring to personnel as Council's *most valuable resource and key to service delivery*, emphasises the importance of an effective, happy personnel corps as a prerequisite for effective communication with the public. An informed and appreciated personnel corps will go the extra mile for Council. To improve internal communication, motivate the personnel and include them in processes and developments within the Municipality, regular meetings need to take place at management and executive level.

ACTION	RESPONSIBLE	COMPLETION/ IMPLEMENTATION DATE
Management meetings: MM/Directors/MayCo	MM	Twice a month
Management meetings: MM, Directors, Managers (including representatives from the regional offices).	MM	Monthly
Departmental meetings must be held on a monthly basis.	Directors	Monthly
Section meetings must be held every two weeks.	Managers	Forth nightly
General staff meeting – MM and Mayor must meet with all the staff (including staff from the regional offices) at least twice a year.	MM	Bi-Annually
Matters that require the attention of specific personnel must be highlighted in each department.	All Directors	Continuously
Minutes of management meetings must be circulated by managers to key personnel in the departments.	All Managers	Within one week of management meeting

ACTION	RESPONSIBLE	COMPLETION/ IMPLEMENTATION DATE
Development and maintenance of a meeting schedule of all official and management meetings	Manager Corporate Support	Continuously

12.1.2 Internal communication platforms

Informing personnel on issues via an internal newsletter, notice board or intranet is relatively straight forward but learning their needs and aspirations is quite a challenging task. In order to coordinate internal communication and to ensure that the voice of municipal staff is heard, mechanisms for personnel to participate in communication need to be developed.

ACTION	RESPONSIBLE	COMPLETION/ IMPLEMENTATION DATE
The establishment of an internal communication forum/ committee	Head of Communication	Annually
Internal e-newsletter	Head of Communication / Editorial Committee	12 issues p/a
Promotion of events	Communication section	Continuously

12.2   External communications

12.2.1 Ward committees

The frequency of service delivery protests can be attributed to insufficient communication between government and communities. A primary contributor to this is the marked absence of communication between councillors and residents. Councillors, especially ward councillors are predominantly responsible for the two-way flow of information between communities and the municipality as they facilitate the receiving, relaying and feedback of information.

ACTION	RESPONSIBILITY	COMPLETION/ IMPLEMENTATION DATE
The implementation and monitoring of a communication and accountability model to ensure the fluid flow of information between communities and the municipality via councillors and ward committees.	Official responsible for IDP	Continuously
Develop and implement an IDP/budget public participation schedule.	Official responsible for IDP	Annually

12.2.2 Public

Innovative ways to improve communication with the general public must be investigated. Action plans must be structured to establish a culture of good citizenship/responsibility.

ACTION	RESPONSIBILITY	COMPLETION/ IMPLEMENTATION DATE
Quarterly external newsletter that focuses on service delivery and councillor/ward committee relationship	Head of communication/ Editorial com	Quarterly
A service delivery scorecard reporting on progress with municipal projects, displayed in the local media and at all municipal offices and libraries	Head of communication	Quarterly
Development of a SMS database to inform staff, councillors and public of meetings	Head of communication	2013-2014 financial year
Facilitate a local government jamboree offering information and assistance to local communities	Finance and communication section	Bi-annually
Introduce a social media system to enhance communication with the public	Communication section	2013-2014 financial year
Establish an events committee to assist with the organisation of campaigns/events	Communication section	2013-2014 financial year
Establish a representative IDP forum to enhance communication and offer opportunity to discuss matters not covered by ward committees, such as issues related to rural communities – plight of farm workers etc. to receive attention	Officer responsible for IDP	2013-2014 financial year
Development of a visibility program for councillors – inspections, profiling, walkabouts	Head of communication	2013-2014 financial year
Adopt effective complaints-handling mechanisms and customer care strategies	Head of communication	Continuously
Programs aimed at creating good and responsible citizenship	Head of communication	Continuously