



CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

COMMUNICATIONS POLICY

**POLICY ADOPTED BY COUNCIL ON 6 NOVEMBER 2008
AT ITEM C.14.11**

BACKGROUND	3
1.1. LOCAL GOVERNMENT COMMUNICATION IN CONTEXT	3
1.1.1 LEGISLATIVE AND POLICY FRAMEWORK.....	3
Municipal Systems Act, 2000.....	4
Promotion of Access to Information Act, 2000 (Act 2 of 2000).....	5
Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005).....	6
3.4 Communication Task Team Report (Comtask Report), October 1996	6
Communications Policy of the Cape Winelands District Municipality.....	6
Effective Date	7
Policy Objective.....	8
Policy Statement	8
Policy Requirements	9
1. Informing and Serving People	9
2. Plain Language.....	9
3. Corporate Identity	9
4. Environment Analysis.....	10
5. Public Opinion Research.....	10
6. Consultation and People Engagement	10
7. Management and Co-ordination	10
8. Planning and Evaluation	11
9. Internal Communication	12
10. Technological Innovation and New Media.....	12
11. Internet and Electronic Communication	12
12. Media Relations	13
13. Spokespersons.....	14
13. Public Events and Announcements.....	14
14. Fairs and Exhibitions	15
15. Advertising.....	15
16. Partnering and Collaborative Arrangements.....	16
17. Marketing.....	16
18. Publishing	17
Accountability.....	17
1. Executive Mayor/Municipal Manager	17
2. The Mayoral Committee.....	17
3. Communications Staff	17
Monitoring	18

BACKGROUND

1.1. LOCAL GOVERNMENT COMMUNICATION IN CONTEXT

Political leadership and management of the local communication function is a critical success factor in ensuring healthy communication with communities. It is only when communication functions are properly reported on, accounted for, monitored and evaluated that municipal communicators are able to effectively support the implementation of a municipality's programme of action (POA) as contained in the legislative framework and the Integrated Development Plan (IDP). As such, a municipality must have a dedicated capacity which puts in place an intentional and planned communication programme.

1.1.1 LEGISLATIVE AND POLICY FRAMEWORK

The constitution of the Republic of South Africa, 1996, contains a number of sections which set the tone for local government communication. In the chapter on local government these include:

- Section 152(1)(e): In setting out the objects of local government, it states that municipalities must "encourage the involvement of communities and community organizations in matters of local government".
- Section 160(7): "A municipal council must conduct its business in an open manner, and may close its sittings, or those of its committees, only when it is reasonable to do so."
- Section 162(3); "Municipal by-laws must be accessible to the public."

Other important sections of the Constitution include the founding provisions, which refer to the official languages. The Constitution stipulates, in Section 6(3)(b), that municipalities must take into account the language use and preference of their residents when communicating with them.

Relevant sections of the Bill of Rights include the right to freedom of expression, the right to receive information, and the right of access to information, which include access to any information held by the State. Other legislations guiding local government to create an enabling environment for a comprehensive communication environment are the White Paper on Local Government, the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), and the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

Municipal Systems Act, 2000

Sections 2

This section defines the legal nature of a municipality as:

- Consisting of political structures, an administration and the community of the municipal area.

Section 4

A municipal council has, within its capacity, the duty to:

- Provide, without favour and prejudice, democratic and accountable government
- 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

Section 5

Members of the local community have the right to:

- Contribute to the decision-making process and submit recommendations, representations and complaints
- Prompt responses to communication and complaints
- Be informed of decisions
- The regular disclosure of the state of affairs
- Demand open meetings and impartiality, untainted by self-interest

Section 6

The administration of the municipality has the following duties:

- Being responsive to the needs of the community
- Facilitating a culture of public service and accountability
- Establishing clear relationships with and facilitating cooperation and communication with the community
- Providing full and accurate information
- Informing the community on management, costs involved and the persons in charge.

Section 16

This section provides for the development of a culture of community participation by stating:

- A municipality must develop a culture of municipal governance that complements formal government with a system of participatory governance.
- A municipality must contribute to the building of capacity of the community, councilors and staff to foster community participation.

Section 17

This section sets out the mechanisms, processes and procedures by which local community participation must take place, namely:

- Political structures for participation
- Councilors
- Receipt and processing of complaints and petitions
- Public meetings and hearings.

Section 21

Communication with the local community must take place as follows:

- Messages can be communicated by way of notifications in newspapers or radio broadcasts.
- It must be done in the official languages determined by Council
- Staff must assist members of the public to complete forms and must give explanations where required.

Section 95

A municipality must, within its financial and administrative capacity:

- Establish a sound customer management system aimed at creating a positive reciprocal relationship between the municipality, service provider and user
- Establish mechanisms for feedback by users and ratepayers regarding the quality of services
- Take reasonable steps to inform users of costs, reasons for payment and the manner in which recovered monies will be used
- Provide accessible mechanisms for queries and the verification of accounts and appeal procedures
- Provide accessible mechanisms for dealing with complaints and prompt replies
- Provide for mechanisms to monitor the response time of complaints

Promotion of Access to Information Act, 2000 (Act 2 of 2000)

1. This Act operationalises 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 Act applies to the records of public and private bodies, regardless of when the record came into existence (Section 3):

- A record held by an official is regarded as a record of the institution (Section 4).

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.

- 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:

- 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).

Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)

1.1.3

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.

Through the work 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 sphere can implement their constitutional obligations effectively.

It will be the task of government communications to ensure that the system of government communication aligns to such forums and to ensure that the communication responsibilities and duties of such forums are adequately attended to. More details in this regard are outlined in Section 6.2 below

3.4 Communication Task Team Report (Comtask Report), October 1996

The Comtask Report adopted by Cabinet in 1996 laid the foundation for an integrated and coherent system of government communication. Attention to a partnership with the third sphere was not forgotten in Comtask, and various of its recommendations emphasise the importance of communication at local level:

Recommendation 4

The Government Communication and Information System (GCIS) must be designed in a way that is geared to the optimization of relationships and partnership within and between the structures of government as well as between government and civil society. The emphasis of the GCIS is therefore on co-ordination from the centre and implementation at local level.

Recommendation 8

The GCIS must communicate and deliver information from the level of government closest to the consumer or user of that information.

Recommendation 9

The GCIS must develop infrastructure to ensure co-ordination between national departments (horizontally), between the three sphere of government (vertically) and between other government bodies and parastatals (laterally).

Recommendation 18

A system of networking between spheres of government must be developed.

Recommendation 19

- In order to build co-operative relationships between spheres of government, a regular consultative forum between the current forum of provincial communicators and the head of the GCIS must be established.
- A central principle of this function will be liaison, co-operation and partnership with the various role-players (government, parastatals and professional) involved in the development of information systems and allied networks in South Africa and beyond.

Recommendation 20

- It is proposed that communication officers be responsible for provincial and community liaison work in partnership with information providers and disseminators in government, parastatals and civil society.
- The principles of the national communications structure, i.e. centralisation of the communications function in the President's Office with a co-ordination mechanism involving ministries, should also be applied to provincial and local government communication. At provincial level, communication should be co-ordinated from the Premier's Office, which should co-ordinate the activities of the communicators in the various Executive Council portfolios in the same way as at national level.
- The same principles should apply to the large cities and towns with their own information departments. These should be centered in the Mayor's Office or another appropriately elected representative's office, where the bulk-buying benefits of the GCIS could be used if possible and appropriate. If this is not possible – the danger is that the GCIS will become over-burdened – the bulk-buying principle should be decentralized to provincial level where the size of the budget (with that of the local government offices) will enable discounts to be secured. The processes in the smaller cities and towns vary so much that it has not been possible for the Task Team to formulate procedures and structures for them. However, it is proposed that the general principles applying to the national and provincial government structures should be applied at this level.

Communications Policy of the Cape Winelands District Municipality

Effective Date

This policy will take effect on

Policy Objective

The purpose of this policy is to ensure that communications across the Cape Winelands District Municipality are well co-ordinated, effectively managed and responsive to the diverse information needs of the public.

Policy Statement

It is the policy of the Cape Winelands District Municipality to:

1. **Provide the public with timely, accurate, clear, objective and complete information about its policies, programs, services and initiatives.**
2. **Recognise English, Afrikaans and Xhosa as CWDM's official languages when Communicating**
3. **Ensure that Council and all representatives of the Cape Winelands District Municipality are visible, accessible, recognizable and accountable to the public they serve.**
4. **Employ a variety of ways and means to communicate, and provide information in multiple formats to accommodate diverse needs.**
5. **Identify and address communication needs and issues routinely in the development, implementation and evaluation of policies, programs, services and initiatives. Internal and external communication requirements must be identified and met when planning, managing or reviewing policies, programs, services or initiatives.**
6. **Consult the public, listen to and take account of people's interests and concerns when establishing priorities, developing policies, and planning programs and services. The Council must learn as much as possible about public needs and expectations to respond to them effectively. The dialogue between people and their Council must be continuous, open, inclusive, relevant, clear, secure and reliable.**
7. **Deliver prompt, courteous and responsive service that is sensitive to the needs and concerns of the public and respectful of individual rights. Information**

services must be managed in a people-centred and client-focused manner that achieves results for People as envisaged in the Batho Pele program. Timely and convenient access to Council information and services must be available to the public.

8. **Ensure all the directorates of the Cape Winelands District Municipality work collaboratively to achieve coherent and effective communications with the public.**

Policy Requirements

1. Informing and Serving People

To assure quality service that meets the information needs of all People, The Communications sub-directorate must ensure that:

- a. a variety of new and traditional methods of communication are used to accommodate the needs of a diverse public;
- b. published information is available on request in multiple formats to accommodate persons with disabilities;
- c. information in all formats is well identified as being from the Cape Winelands District Municipality.
- d. prompt and clear explanations are provided when information requested by the public is unavailable;
- e. opportunities are available for the public to provide feedback on major policies, programs, services and initiatives, and that such feedback is carefully considered in reviews or evaluations of same to help make improvements.

2. Plain Language

An institution's duty to inform the public includes the obligation to communicate effectively. Information about policies, programs, services and initiatives must be clear, relevant, objective, easy to understand and useful.

To ensure clarity and consistency of information, plain language and proper grammar must be used in all communication with the public. This principle also applies to internal communications, as well as to information prepared for Council or any other official body.

3. Corporate Identity

Clear and consistent corporate identity is required to assist the public in recognizing, accessing and assessing the policies, programs, services and initiatives of the Cape

Winelands District Municipality.

To maintain a recognizable and unified corporate identity throughout the Council, buildings, facilities, programs, services and activities must clearly be identifiable.

In identifying contributions or activities, The Communications sub-directorate must give prominence to the official symbols of the Cape Winelands District Municipality in all information and communication materials, regardless of medium, for internal or external use.

4. Environment Analysis

To evaluate and address public needs and expectations effectively – to anticipate issues that may arise and to formulate appropriate response strategies – The Communications sub-directorate working with the other directorates must routinely monitor and analyse the public environment as it relates to their policies, programs, services and initiatives.

5. Public Opinion Research

Public opinion research will be undertaken from time to time because it helps the Council to better understand the Cape Winelands society and to identify people's needs and expectations. It is used to assess the public's response to proposals or to possible changes or initiatives; to assess the effectiveness of policies, programs and services; to measure progress in service improvement; to evaluate the effectiveness of communication activities such as advertising; and to plan and evaluate marketing initiatives, among other applications.

6. Consultation and People Engagement

Communication requirements must be taken into account in the planning, management and evaluation of consultation and people engagement activities. Open and responsive communications are critical to the success of public consultations, as is factual information presented to participants in plain language.

Communications staff provide advice and support to managers who plan, implement or evaluate public participation processes. Managers responsible for public participation work collaboratively with communications staff, who prepare and help to implement communication plans and strategies.

7. Management and Co-ordination

Communications are a shared responsibility that must be co-ordinated with other areas of management.

Clear working links must be maintained at all times between communications and other core

functions of the Council.

The Council will:

- a. develop, implement, manage and evaluate policies, programs, services and initiatives with the ongoing advice, support and involvement of specialists in Council communications;
- b. ensure that the communications function has the resources needed to fulfil the requirements of this policy, and that resources are prudently managed;
- c. examine ways to increase efficiency in responding to communication issues, and adjust and simplify approval processes as necessary;
- d. ensure the coherence and consistency of information and messages across all channels of communication, from in-person service, telephone and mail, to facsimile, Internet and electronic transmission;

8. Planning and Evaluation

The Council must integrate communication planning into their annual business planning process and evaluate communications work as an integral part of its operations. Business plans must take account of the CWDM's communication requirements.

The Council must prepare a corporate communication plan that:

- identifies target audiences inside and outside of the institution (people, stakeholder groups, etc.);
- takes account of the views and concerns of audiences inside and outside of the institution (i.e. the internal and external environments);
- delineates strategies, tools, messages and responsibilities for communicating with target audiences; and
- sets out operational needs and resource allocations.

The corporate communication plan must be periodically reviewed, evaluated and updated in conjunction with the business planning and budgeting cycle.

The Communications sub-directorate must:

- a. ensure that communication planning forms an integral part of program and policy initiatives and that communication requirements are fully accounted for within budgets and financial plans;
- b. ensure that the public environment – particularly the views and needs of people – is assessed at all stages of an initiative and reflected in communication plans;
- c. precise communication strategies are developed for communication campaigns.

- d. ensure communication plans and strategies for policies, programs, services and initiatives are developed collaboratively with input from responsible managers.
- e. reflect Cape Winelands District Municipality themes and messages in communication plans and strategies;
- f. track the performance of communication products and measure results achieved against objectives set in communication and business plans;
- g. evaluate the effectiveness, including cost-effectiveness, of communication programs and campaigns developed in support of policy or program initiatives, and make improvements or adjustments as needed to ensure the efficacy of plans, strategies and activities;

9. Internal Communication

Internal communications is an integral part of the Council's communications strategy and must be addressed in the corporate communication plan.

Collaboration, particularly between human resources management and the communications function, is essential to ensure internal communication requirements are met.

Internal communication activities and processes must be reviewed from time to time to evaluate results, to identify areas for improvement, and to make adjustments as needed.

10. Technological Innovation and New Media

The Communications sub-directorate must maintain a capacity for innovation and stay current with developments in communications practice and technology. As they adopt new means of communication, The Communications sub-directorate must continue to reach, in a timely manner, people whose access to technology may be limited or who prefer to receive Council information through more traditional means.

To ensure new technology advances an institution's ability to connect with People in efficient and practical ways, all investment plans and decisions must be developed collaboratively by managers in information technology, communications and other key functions.

11. Internet and Electronic Communication

The Communications sub-directorate must maintain an active presence on the Internet. E-mail and a Web site must be used to enable direct communications between the public and Council and among managers and employees.

The Communications sub-directorate must advance Cape Winelands District Municipality on-line initiatives aimed at expanding the reach and quality of internal and external communications, improving service delivery, connecting and interacting with people, enhancing public access and fostering public dialogue.

The Communications sub-directorate must ensure that Internet communications conform to Council policies and standards. Cape Winelands District Municipality themes and messages must be accurately reflected in electronic communications with the public and among employees.

To ensure congruence with other communication activities, the Council's Web site and portals must be reviewed regularly by the Deputy Director- communications, or his or her designate, who oversees and advises on Web content and design.

Web site managers must consult with communications staff on the editorial and visual content of Web pages, including design and presentation, to ensure publishing standards and other communication requirements are met.

Collaboration is also required between communications and information technology specialists to ensure effective planning and management of electronic information services. Managers and employees responsible for the operational and technical aspects of an institution's Web-based systems work in consultation with communications staff who provide strategic advice on Web content and the use of technology for communication purposes.

The Communications sub-directorate must:

- a. ensure that Internet-published information on policies, programs, services and initiatives is regularly updated, accurate, easy to understand, and accessible in multiple formats for persons with disabilities;
- b. ensure that printed material for public dissemination is published concurrently on the Internet;
- c. incorporate mechanisms into on-line services for receiving and acknowledging public feedback;
- d. ensure that information published on Web sites, prior to posting any changes or updates, is recorded and archived to assure long-term retention and the preservation of institutional memory – with timely and consistent processes for doing so established in consultation with the Administration Department.

12. Media Relations

The Communications sub-directorate must cultivate proactive relations with the media to promote public awareness and understanding of Council policies, programs, services and initiatives.

The Communications sub-directorate must operate and respond effectively in a 24-hour media environment. They must be able, on short notice, to reach and inform the media on issues of importance to decision-makers and the public. They engage the media using a variety of communication tools, including news conferences, background or technical briefings, news releases, media alerts and audio-video presentations.

The Communications sub-directorate must facilitate information or interview requests from the media, and manage plans and strategies for communicating with the media. The Communications sub-directorate must consult the Mayor or Municipal Manager when planning media campaigns or strategies, or when preparing a response to a media enquiry.

The Communications sub-directorate must respect the authority and responsibility of the Executive Mayor/Municipal Manager, whose sign off is required before information is released to the media.

The Communications sub-directorate must ensure the quality and consistency of information services provided to the media in the Province's three official languages. Media enquiries, whether by phone, email, letter or in person, must be addressed promptly to accommodate publication deadlines.

Communication specialists responsible for media relations ensure that media requests, particularly for interviews or technical information on specialized subjects, are directed to knowledgeable managers or staff designated to assist in the preparation of the response which will be signed off by the Mayor or Municipal Manager.

13. Spokespersons

The Executive Mayor and the Municipal Manager are the principal spokespersons of the Cape Winelands District Municipality. They are supported in this role by appointed aides, including executive directors and the communication sub-directorate.

The Executive Mayor and the Municipal Manager present and explain Council policies, priorities and decisions to the public. The Communications sub-directorate, leaving political matters to the exclusive domain of the Executive Mayor and his office, focus their communication activities on issues and matters pertaining to the policies, programs, services and initiatives of the Council.

13. Public Events and Announcements

The Communications sub-directorate must identify opportunities to inform the public about significant initiatives or contributions of the Cape Winelands District Municipality. Public events and announcements, including news conferences, must be arranged from time to time for communication purposes.

The Communications sub-directorate must plan and co-ordinate events with Executive Mayoral staff when the Executive Mayor will attend, or with Councilors support staff when a Member of the Mayoral Committee will attend.

The Communications sub-directorate must ensure that the Cape Winelands District Municipality is appropriately identified and represented at events and announcements, including those involving other participants.

The Communications sub-directorate must not participate in, or lend support to, partisan events organized for political party purposes.

14. Fairs and Exhibitions

The CWDM must adopt a coherent and co-ordinated approach to their participation in fairs and exhibitions. Multiple directorates appearing at the same event must display a unified presence that promotes common themes and messages of the Cape Winelands District Municipality.

Directorates must inform the Communications sub-directorate of their exhibition plans.

15. Advertising

The Communications sub-directorate, in conjunction with relevant directorates may place advertisements or purchase advertising space or time in any medium to inform People about their rights or responsibilities, about Council policies, programs, services or initiatives, or about dangers or risks to public health, safety or the environment.

Advertising plans and campaigns must address the needs, concerns and language preferences of diverse communities as far as it is possible. Media buys must include the purchase of advertising space and time in organs serving a community's official language.

The placement or purchase of advertising may also be directed at audiences outside of The CWDM to promote the CWDM interests.

The Communications sub-directorate must avoid the appearance or public perception of endorsing or providing a marketing subsidy or an unfair competitive advantage to any person, organization or entity outside of Council. The Communications sub-directorate must not advertise or publicly endorse the products or services they purchase or obtain from the private sector under contract.

The Communications sub-directorate must not use public funds to purchase advertising in support of a political party.

The Communications sub-directorate must suspend their advertising during general elections of the Cape Winelands District Municipality. Advertising is only permitted when: an institution is required by statute or regulation to issue a public notice for legal purposes;

an institution must inform the public of a danger to health, safety or the environment; or an institution must post an employment or staffing notice. Otherwise, advertising plans and activities must be held in abeyance.

To ensure the integrity and efficacy of Council advertising, The Communications sub-directorate must:

- a. ensure advertising campaigns and products are aligned with Council priorities, and Council themes and messages,
- b. ensure that district-wide advertising campaigns are adapted to local audiences where it is deemed necessary;
- c. Advertise in a publication that have no less than 15 000 circulation figures,
- d. And, or should adequately address relevant stakeholders in line with 15 (a).
- e. evaluate major advertising campaigns to assess their effectiveness in achieving stated objectives and present the results to the Mayoral Committee.

16. Partnering and Collaborative Arrangements

Communication requirements must be taken into account when planning, negotiating or implementing a partnering or collaborative arrangement.

Joint activities or initiatives involving another Council, a company, an organization, a group or an individual must be communicated in a manner that is fair and equitable to all parties. The parties involved in a collaborative arrangement have shared or compatible objectives, contribute resources (financial or in-kind), share in the benefits, and agree to a fair allocation of risk-taking.

Official languages, corporate identity, visibility, publishing, marketing and promotional activities are among the communication requirements that have to be taken cognizance of.

When informing the public or publishing information about partnering activities, The Communications sub-directorate must ensure that the contributions of all participants are fairly acknowledged and attributed. Corporate names and logos, without promotional tag lines, are appropriate identifiers for use in acknowledging the contributions of participants.

The Communications sub-directorate must persuade the parties involved to also acknowledge the Cape Winelands District Municipality's contribution in their own communications with the public.

A collaborative arrangement may include advertising or promotional efforts involving the media as part of a communication strategy. However, such efforts must not be the focus of partnering activities, but simply an aide to informing the public about them.

17. Marketing

Marketing assists in promoting an institution's policies, programs, services and initiatives to the public. The Communications sub-directorate must integrate marketing with the communications function. This ensures that promotional activities, whether in support of specific market needs or broader policy objectives, advance the communication goals of the Council and the institution.

To ensure congruence with other communication activities, the head of communications, or his or her designate, must be privy to all marketing plans and strategies before they are implemented.

18. Publishing

The Communications sub-directorate must facilitate public access to their publications – all information materials, regardless of publishing medium, produced for public dissemination or for limited circulation outside of Council.

Accountability

1. Executive Mayor/Municipal Manager

The Executive Mayor and the Municipal Manager, both individually and collectively, are the principal spokespersons for the Cape Winelands District Municipality and are have executive accountability for the Communications sub-directorate. It is their role to provide leadership in establishing the priorities and overall themes of Council communications.

Executive Mayor/ Municipal Manager:

- determine, together with their teams, their communication priorities, objectives and requirements; and communicate to the Sub-directorate: Communications
- approve the communication plans of the Communications sub-directorate.
- define the responsibilities of staff with respect to communications; and

2. The Mayoral Committee

The Mayoral Committee sets and monitors the Council's strategic communications direction. It ensures that emerging issues are managed effectively throughout the Council and acts as the gatekeeper for policy and legislative proposals.

3. Communications Staff

Communications staff manage corporate identity, advertising, publishing, marketing, environment analysis, public opinion research, media relations, event participation, and

other communication activities. They oversee an institution's Web content to ensure it meets communication standards.

The communications staff may be involved in the planning, management and evaluation of policies, programs, services and initiatives – providing communications advice and support in all phases of operation.

The Deputy Director: communications must ensure that the activities of the communications staff conform to the requirements of this policy.

Communications staff carry out all duties associated with the communications function. Advocating on behalf of those who will or should receive information, communications staff ensure the clarity and utility of information for the end user. They work collaboratively with other key personnel providing communications advice and support.

Monitoring

The Mayoral Committee will monitor and evaluate implementation of this policy throughout the Cape Winelands District Municipality. Evaluations will be conducted to assess the effectiveness of The Communications sub-directorate in meeting the policy requirements and to assess the effectiveness of the policy in helping the Council to meet its objectives.

Evaluation findings will contribute to a formal review of this policy to take place every three years from its effective date.

TABLE OF CONTENTS

CWDM Key priorities as the framework for the idp 2
Vision and Mission 2, 3
Shared Objectives 4
Communication Environment..... 7
Communication Objectives..... 7
Communication Challenges 8
Key Messages 8
Target Audience 8
Messengers 8
Channels 9
Annual Communications Cycle..... 10
Media Plan..... 16

1.1 The Cape Wineyards District Municipality (CWDM) was established in 2001. CWDM consists of five local municipalities that are Stellenbosch, Drakenstein, Breede Vallei, Witzenberg and Breede River Wineyards and the District Management Area (DMA).

1.2 The Communication strategy will be linked to the IDP cycle and objectives. The outcome of the IDP public participation process and the Community survey will be considered and form the basis of what should be communicated.

1.3 The communication strategy will always be linked to the key documents that are the IDP and the Growth and Development Strategy documents. These texts cater for the following:

1.4.1 CWDM KEY PRIORITIES AS THE FRAMEWORK FOR THE IDP

The five-year IDP is situated in the context of a new formulation of CWDM overarching district strategy. This is called the CWDM Growth and Development Strategy. The IDP is also underpinned by six Priorities for the 2007-2011 term of office.

VISION			
Growing, Sharing, Delivering and Innovating Together			
COMPONENTS OF VISION			
A Growing Economy	A Sharing Cape Wineyards	A Cape Wineyards geared towards accelerated service delivery	A Cape Wineyards at the forefront of innovation
STRATEGIC OBJECTIVES			
To support the dev. of a diversified, resilient and sustainable district economy, in order to promote	To ensure that all the people in the CWDM are located within integrated human settlements	To facilitate the improvement and expansion of the provision of bulk and basic services to all the people of the CWDM.	To ensure the health and safety of communities in the Cape Wineyards through prevention and
		To facilitate sustainable and efficient land use and Planning frameworks.	To facilitate the necessary institutional Transformation & Financial Sustainability of the CWDM in order to make it a truly

economic growth, skills, jobs and eradicate poverty.	and have access to social services and security	the proactive management of risks.	developmental municipality. (
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1.4.2 MISSION

To ensure that the CWDM structures co-operate towards the efficient, effective and sustainable use of all its resources to reduce poverty and stimulate regional economic growth

1.4.3 Shared Vision

The shared vision for the Cape Winelands is that by 2014 we will be:
Growing, Sharing, Delivering and Innovating Together

1.4.4 Mission Statement

The mission statement of the Cape Winelands is that:

The citizens of the Cape Winelands commit themselves to inclusive, informed and responsible governance where sustainable service delivery and development create opportunities for all.

Underlying Principles and Values

It was agreed through stakeholder participation that the following values underpin both the vision and mission statement of the Cape Winelands and that all sectors will promote:

- *Inclusivity* – to address exclusion based on race, gender, location, origin, language, age, sexual preference, class and religion;
- *Integration* – to address spatial, economic and social fragmentation;
- *Sustainability* – to respond to environmental degradation and promote consideration of the impact of development on people, the planet and prosperity;

- *Benefits for all* – to acknowledge a shared destiny and that growth alone that benefits a few will not be moral or sustainable;
- *Participation* - to recognise the contribution of meaningful dialogue and communication and to ensure the participation of the community, especially the poor, youth and women, in decision-making regarding matters affecting them;
- *Education* – to acknowledge the limitations of illiteracy and foetal alcohol syndrome and the positive impact of skills development on the choices and incomes of individuals;
- *Access* – to address access to capital – economic/financial, social, human, natural – as the critical in securing individuals and communities;
- *Responsible Governance* – to commit all sectors to transparency, honesty and integrity in the conducting of business;

1.4.5 Shared Objectives

The following ten objectives for the CW-GDS have been collectively agreed to by all sectors:

(1) Business co-operating together to achieve desired growth and secure the well being of communities and individuals

It was apparent during the CW-GDS process that there are divisions within business in the Cape Winelands. There are a number of business chambers or associations divided by economic sector, race, language, gender, citizenship and scale of activity. There are also varying levels of commitment to transformation and shared growth. Some firms are excluded from existing networks, supply chains and communication channels. Small and micro black businesses, in particular, are disadvantaged as they are competing in established markets and require additional support. The business sector has demonstrated a definite commitment to co-operating with each other and to ensuring that growth secures the well being of communities in the Cape Winelands.

(2) Clean and transparent governance

Concern over clean and transparent governance was raised in all the CW-GDS sector workshops. This concern applies to all sectors – government, business, labour and civil society. Participants indicated that not enough effort has been made in the past to building relationships of integrity and trust between sectors. It was agreed that if all sectors ensure open and transparent business processes, especially procurement, and focused on being 'excellent' in their areas of responsibility this would go a long way to promoting sound relationships. Communication with, and participation of civil society are regarded as critical.

(3) Sustainable development

All sectors raised the issue of sustainability. It was felt that the warning of climate change and ongoing environmental degradation cannot be ignored. Poor river water quality threatens the ability of the Cape Winelands to reach its desired growth and development target as export markets could be lost. It was agreed that all sectors should commit to the promotion of cleaner technologies, waste minimisation practices, utilising renewable energy sources, and proactively addressing pollution. An integrated environmental management plan should be adopted for the Cape Winelands. It was agreed that the relevant government departments should enforce compliance with environmental legislation.

(4) Skills development and education for all

With a 36% adult illiteracy rate in the Cape Winelands there is a serious concern that poverty is entrenched and deepening. The Department of Education must be engaged regarding curriculum development in entrepreneurial skills, relevant industry knowledge such as wine and other agricultural sector opportunities and general career guidance. Businesses in the Cape Winelands are committed to up scaling in-house training programmes and the offering of learnerships. The labour sector emphasised the need for 'skills' training and not simply an ABET roll-out. The Library Business Corners programme is committed to rolling out in all towns in the district. The Wolwekloof Learning Academy opened its doors in 2007 piloting a model for adult education in South Africa. The emphasis is promoting learning from the 'cradle to the grave'.

(5) Fair, rewarding and respectful workplace practices

During the CW-GDS process it was apparent that there are many serious workplace challenges. The 'dop system' is allegedly still practised on some farms; the district has the highest rate of evictions in the country; the skills level of workers is extremely low; large numbers of workers are vulnerable to seasonal employment and labour out sourcing; women are under represented at management levels; and, the unemployed comprise predominantly black and female sections of the population. All sectors committed to proactively redressing this situation through ensuring fair wages and labour practices, skills development, incentives, BBBEE, and addressing issues related to labour insecurity.

(6) Safe and secure district for all

Safety and security in the context of the CW-GDS does not only refer to policing and crime prevention, but to a host of other factors impacting negatively on the lives of communities. These include: access to facilities for the disabled, substance abuse, violence against women and children, the high incidence of foetal alcohol syndrome, TB and HIV/AIDS, insecurity of tenure and housing backlogs, the quality of water, food security, access to social services, and chemical poisonings on farms. It was agreed that these issues need to be proactively addressed and form an integral part of the CW-GDS.

(7) **Informed citizens actively participating in the economy and development processes and decisions**
The definition of a municipality in South African legislation includes the council, the administration and the community. The implication is that all Cape Wineland's citizens have a right to be informed and participate in decision making processes. The civil society sector has a key role to play in partnering with, and monitoring, government in this regard. Municipalities are committed to having strong ward committees and to linking with and building civil society institutions. Public awareness and education is fundamental. Part of the challenge is building e-literacy amongst poor and marginalised communities in the Cape Winelands.

(8) **Innovative, creative, competitive economic enterprises that meet needs and create opportunities**
Business is critical in creating and distributing wealth within the Cape Winelands. Government needs to create an 'enabling' environment for businesses to innovate and grow. A key focus is on building the necessary infrastructure, logistics and communication systems to sustain growth. It also means that supportive policies need to be put in place and government legislation communicated. Business and government should partner in branding and aggressively marketing the Cape Winelands.

(9) **Integrated, linked and productive human settlements**
The majority of economic activity takes place within five towns in the Cape Winelands. However, there are many other sustainable settlements, such as small towns and hamlets that have developed as a result of the agricultural and tourism sectors. The settlement patterns in the Cape Winelands continue to reflect apartheid planning, where race and class divide communities. The housing backlog in the district has resulted in informal settlements that have not been properly planned for and are located in 'unsafe' areas, such as under power or flood lines. Farm workers living on farms are often isolated and reliant on farmers to bring them to town. It has been agreed that issues related to integrated planning and access to services, jobs and public transport need to be urgently addressed.

(10) **Institutional networking, co-operation and communication**
The CW-GDS process highlighted the need to institutionalise communication channels between sectors. The CW-GDS has started a process of building relationships of trust and co-operation. However, these needed to be extended and sustained. It was agreed that a Cape Winelands Economic Development Council should be instituted.

2. COMMUNICATIONS ENVIROINMENT

- 2.1. Local government is viewed negatively because of service delivery problems and perceptions of inefficiency, incompetence and corruption. The media tend to peddle these perceptions.
- 2.2. CWDM is working with local municipalities to inform and influence the public.
- 2.3. Progress has been made in the last year in bringing to the people's attention the brand that is the CWDM.
- 2.4. CWDM communicates and gets to hear the public views in the IDP consultation processes.
- 2.5. The Customer perception survey also allows the Council to gauge the satisfaction level of the community and identify areas of improvement.

2. COMMUNICATION OBJECTIVES

- 2.1. Throughout this IDP cycle, communications will build on what has been achieved in the previous cycle.
- 2.2. To raise the profile of the Cape wine lands district Municipality and its leaders.
- 2.3. To integrate the messages around public participation, Political and Administrative leaders programs and popularise the Council's Programme of Action.
- 2.4. To send a message about the stability, efficiency and caring nature of the CWDM.
- 2.5. The overall mood is positive and there is a need to sustain the feeling of hope in those communities who have displayed trust in government leadership and its programmes.

4. COMMUNICATION CHALLENGES

- 4.1 Ensuring that the District builds on its growing identification by the communities as existing separately but in cooperation with local municipalities.
- 4.2 Ensuring that all departments understand the importance of communicating with the public.
- 4.3 To get local government leadership to mobilise community participation in the integrated development process (IDP) in their municipalities.
- 4.4. Ensuring that communication is not viewed as party political or unreasonably focussing on individuals above the District's programs.

5. KEY MESSAGES

- 5.1. The Cape Winelands District Municipality cares for its citizens and is serious about service delivery.
- 5.2. The CWDM prides itself on excellence in service delivery and that is borne out by the many Awards and regular unqualified audits.

6. TARGET AUDIENCE

- 6.1 CWDM Communities as represented in
 - Business people
 - Workers and Labour organisations
 - Government departments within CWDM
 - Non-governmental and Community Based Organisations

7. MESSENGERS;

- 7.1 Executive Mayor and Municipal Manager are official Council Spokespersons
- 7.2 Mayoral Committee members
- 7.3 Councillors
- 7.4 The CWDM Communication unit Head

8. CHANNELS

- 8.1 Print media
 - Issue at least weekly press releases to relevant print media
 - Arrange profiling interviews for the District leadership.
 - Buy advertising space when necessary
 - Enhance the relationships built with local newspapers and seek better relations with the provincial papers.
- 8.2 Notice boards
 - Make use of notice boards to spread Council messages.
 - Public facilities owned by the CWDM will be the first target because there is not much money involved in using them.
 - Where necessary approach Local Municipalities for use of notice boards under their control.
- 8.3 Radio slots and news events
 - Issue press releases to relevant radio stations
 - Buy slots for our representatives to speak to the local community through radio.
 - Advertise events.
- 8.4 Community media and local district communication teams
 - Communications team will build a relationship with local media
 - Communication partnerships will be built with government and other communicators within the district.

8.5 Communication boxes

- Communication/suggestion boxes will be located in all offices
- These will be opened by the communications department every Friday
- Relevant people will be briefed of the content and where possible feedback be given

Annual Communication cycle

Month	Communication opportunity	Challenges	Plan
1. July	Budget Speech		Send media alerts and create an awareness and excitement around these dates so people will want to know what's happening and how they can get involved. Set up radio interviews where the community can phone in and give their views about the budget and what they are expecting of it etc. Dedicate the grapevine to the Budget speech.
2. August	Woman's month		Place a piece in the local papers from the Mayor's office... a wish on 8 August to acknowledge National Women's Day. Showcase our female employees and Councilors in the external media Have an event for our female employees to show the council's appreciation for our women maybe a breakfast where we could invite other

<p>prominent female speakers to address the women. Dedicate the Grapevine newspaper to Women's issues.</p>			
<p>Media campaign surrounding heritage day. Radio, Print and electronic. Have an event at a heritage site in the District. This event can take place yearly and the venues can rotate so that we visit all the heritage sites in the District. In this month we could also showcase the heritage sites that falls in our District. We could also arrange the fun bus to take people to our heritage sites. This combines tourism and heritage. Also encourage tourism in our District. Not only for external tourists but to our own Community. Get discounts by some tourist places and encourage our community to visit these places with there family. Dedicate the Grapevine newsletter to Heritage and Tourism.</p>		<p>Heritage & tourism</p>	
<p>Work with the IDP unit to popularise the Imbizo focus week/month through internal and external initiatives</p>		<p>Imbizo Focus</p>	<p>4. October</p>

5. November	16 days of activism	<p>The Mayor needs to support the vision in the 16 days of activism campaign actively by being the driver of this campaign. On 25 November when the 16 days of activism kicks off, we can have the men in support marching to a certain point where the women will join them and they can have a small programme with some entertainment, etc. the different churches etc. can be involved, people can be bussed in and we can hand out white ribbons at the event. We can partner with PGWC on this event as well (office on the status of women) Dedicate the Grapevine newsletter to the campaign against women and children abuse.</p>
6. December	International AIDS Day Message of Goodwill Festive Season	<p>Have an aids awareness campaign. Involve TAC, Molo Songololo, and other NGO's. Invite all staff, with T-shirts about Winelands care about AIDS (e.g.) and go to communities where there is a high number of AIDS infected people. This month can also be used where campaigns for free testing at our clinics are encouraged. We could set up</p>

			<p>extra mobiles for testing at communities where there is no nearby clinic. Media campaign to support this awareness campaign. Use some pages in the Grapevine newsletter to highlight HIV/AIDS issues.</p> <p>This is also the holiday season. We can send the festive season messages to print media. The Mayor can record an ad at a radio station which will be distributed to the various stations to wish the community a festive holidays and request them to not drink and drive and be responsible over this period.</p>
7. January	Cabinet Legkotla Back to School		<p>Accompany our Councilors to school openings. Plan a media campaign around this. Keep tabs on the Cabinet Legkotla resolutions to see their impact on local government in general and CWDM in particular.</p>

8. February	SOI /SOPA		Identify LG relevant themes. Organise Radio interviews for Mayor. Use the grapevine newsletter to highlight the what is relevant in SONA and SOPA for the community of Cape Winelands.
9. March	Human Rights		Celebrate human rights day in a suitable manner. Commemorating those who paved the way, and others. Awareness around our human rights can be raised. Human rights of farm workers, house occupants, etc. an event can be hosted where all the various human rights departments can come together and inform people about their rights (especially farmworkers), ID applications could also be open at the venue on this day. Dedicate the Grapevine newsletter to Human Rights issues.
10. April	Freedom month		Use internal and external communication platforms to celebrate the attainment of freedom by the country.
11. May	Worker's month		Celebrate our employees at the Cape Winelands District Municipality. The Mayor can address our employees at a meeting, thanking them for being their commitment to CWDM and motivating them.

			<p>Focus on internal communications. Looking after the interest of our workers! Dedicate the Grapevine newsletter to Worker issues and CWDM's job creation programs.</p>
<p>12. June</p>	<p>Youth -</p>		<p>Commemorating Youth Day. Involve other youth organisations e.g. ANC Commemorating Youth Day. Involve other youth organisations e.g. ANC Youth League, etc. and bring all youth together on one platform. Have entertainment mixed with your more serious topics e.g. how many teenagers we loose today through tik and other drugs. Invite youth stations such as Matie FM to join forces with the CWDM and bring all youth, poor and rich, male or female on one platform where we show them that they are not the only one struggling with some issues. Bring some motivational youth speakers (maybe ex prisoners who try to make something out of their life) etc. Dedicate the Grapevine newsletter to Youth issues.</p>

8. Media Plan

8.1 A media plan should be developed as part of strategies that are campaign specific.

Media Targeting and Relationship building

Newspaper/ Radio	Relationship	Challenges	Plan
10. Paarl Post	A relationship was built with the newspaper and its editor.	The paper features only Drakenstein news.	Maintain and deepen the relationship.
11. Worcester Standard	A relationship has been built with Sandra Maritz and has resulted in good coverage in as far as Breede Valley and Witzenburg are concerned.	The paper features only Breede Valley and Witzenburg news.	Maintain and deepen the relationship.
12. Eikestadnuus	There is a relationship with the paper and they feature some of our articles in the Eikestadnuus and also in the Stellenbosch Gazette.	The paper features only Stellenbosch news.	Purchase more advertising space and use it for leverage for editorial.
13. MFM	A good relationship was built with Ignatius Vlok and Martin.	Our stories are not really of huge interest to their target market which is youth and more student base.	Approach them with more narrowed down issues e.g. around Youth Day Campaigns, bursaries etc.
14. Valley FM	There is a good relationship with Francois Marais.	Valley FM does support CWDM, however, they don't have a huge listener ship. They tend to want to be paid for	Work out a way where we push free editorial more than paid space. They need our news around Worcester.

		most of the work done for us.	
15. Die Valeier	We had one article featured here but not much. They are an obscure paper. A professional relationship has been built with Mandy King and Nellie Brand. A political journalist, Raja, was assigned to cover Winelands and she has been working with us too. Emma Buffel has been deployed around Stellenbosch and we are still working with her.	Our contact with them is dormant. They will only publish stories with a big impact on their readers. They will not easily publish the low impact stories e.g. cheque handovers, etc. which is a big part of what the municipality do.	We have to revitalize the relationship with them. Strengthen relationships with more people at the paper. Invite them for drinks, invite them to functions, etc.
16. Die Burger			
17. Radio KC	Rowena met with Amanda before and newly built relationships with Etienne Marais, Earl. They have been covering our big events live with Valley FM.	This relationship has not been strengthened by following up on stories, etc because it's fairly new. We also sit with various scenarios where the Mayor prefer to work with Valley FM and therefore the demand for the local radio station in Paarl have not been big.	Distribute news to KC and follow up with the presenters. Also make a effort to involve them in paid ads as with Valley FM and support their community station as well.
18. Winelands Echo	A very good relationship has been established with all the journalists at Winelands Echo.	Using this tool that covers most of the district to our advantage. There is some days where we do not have any stories for them and	Sniff out more stories. Make boring news interesting!

		we do have the space and opportunity.	
10. Breederivier Gazette	We have had verbal communication with Kobus Louwrens. He attended the event that we invited him to and he covered it. However, we did not meet with him personally and therefore we do not have a close relationship with the paper.	Need to get our foot in by this paper so that they can cover our stories.	We need to keep on sending press releases and invites to them.
11. Witzenberg Herald	Verbal relationship with Francois Snayman / Erika, however, we did not meet with them.	Do not have a strong relationship with them, so it is not easy for us to approach them with editorial.	Have to send more Witzenberg press releases to them. We need Departments to inform the Communications Department of news around Witzenburg.