MATJHABENG LOCAL MUNICIPALITY

DRAFT COMMUNICATIONS AND MEDIA POLICY

VOL 1

MARCH 2023

Table of Contents

COMMUNICATIONS AND MEDIA POLICY

1. PREAMBLE

1.1. Government's mandate requires that its communication should enhance access to information that enables public to participate in the country's transformation and in bettering their own lives.

1.2. The more citizens know about the local governance issues and legislation, and how their priorities are being acknowledged, addressed and implemented, the more confidence they will have in their leaders and their municipality. Informing and educating residents of Matjhabeng Local Municipality about the quality and impact of municipal programmes and services develops not only a positive reputation for the municipality, but builds community support as well.

1.3. A local municipality communicates in two ways: internally to staff and externally to the public as well as a range of relevant stakeholders, such as, government departments, businesses, specialised groups, investors, tourists. It is therefore important for the municipality to create internal communication processes that create a cohesive culture and builds on a good reputation of the municipality. Poor internal communications can adversely affect external communications as it can lead to confusion and a non-productive staff.

1.4. This policy seeks to assist Matjhabeng Local Municipality(MLM) municipalities in delivering well co-coordinated, effectively managed and responsive communication to meet the needs of the public. The intention is to provide guidelines in the process of informing and educating the people of Matjhabeng in clear, simple and understandable terms using languages spoken in the municipality.

2. POLICY OBJECTIVES

2.1. The objectives of this policy are:

- To assist the municipality to provide the public with timely, accurate, clear and complete information about its policies, programmes, services and initiatives.
- To ensure that the municipality's communication caters for all official languages prevalent in the municipality.
- To continuously ensure that the municipality is visible and accessible to the public.

- To ensure that the municipality's communication messages reach the widest possible audience with diverse needs.
- To ensure enhancement and acceleration of our communications methods and tools to meet the fast evolving technological developments of the 4th Industrial Revolution.
- To ensure that the municipality's communication messages reach marginalized groups in the municipality. Marginalized groups include those defined by socioeconomic factors and also geographical locations.
- To identify important and crucial issues to communities and address the implementation of the municipal Programme of Action as contained in the Integrated Development Plan.
- To ensure that the municipality consults with the public, listen to and take into account people's interests and concerns when establishing priorities, developing policies and planning programmes and services.
- To continuously ensure that the information service is managed in a people-centred and client-focused manner.
- To continue to build public trust and confidence in the integrity of the municipality and government as a whole.
- To ensure that communication is integrated and coordinated across the three spheres of government.
- To regulate intra conduct between various departments on communications issues and enhance cohesion.
- To regulate conduct of our employees, departments and other stakeholders on social media and other media platforms.

3. LEGAL FRAMEWORK

There are various legislations that provide credence to the existence and functioning of municipal communications. These encompasses the following:

- Constitution of the Republic of South Africa Act, 1996 (Act 108 of 1996).

- Local Government: Municipal Systems Act, 1998 (Act 117 of 1998)

- Local Government: Municipal Structures Act, 1998 (Act 117 of 1998).

- Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)

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

- Media Development and Diversity Agency Act, 2002 (Act 14 of 2002).

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

4. **POLICY APPLICATION**

The policy shall apply and be binding to all Councillors including the Executive Political Authority, Executive Directors, Managers and Employees within Matjhabeng Local Municipality and, where applicable, relevant stakeholders of Matjhabeng Local Municipality.

This draft Communications Policy seeks to repeal and review the 2013 MLM Communications Policy.

5. **PRIMARY COMMUNICATIONS DRIVERS(MESSENGERS)**

The policy identifies the following offices as key messengers on policy, programme and directives of the institution:
- Th Executive Mayor and Councillors.
- The Municipal Manager and Directors.
- The Municipal Spokesperson (Office of the Executive Mayor)

Manager Communications.

5.1. INTERNAL COMMUNICATION

The main purpose of Internal Communications is to facilitate, coordinate and manage the flow of information within the municipality in order to create a well informed workforce. Internal communications involves information about municipality's programmes, relevant human resource information and other information that involves the following:

5.1.1. Regular and effective two-way communication with all members of staff at all levels. Listening to employee ideas, concerns and suggestions for achieving results and improving service, and acting upon them is just as important as keeping employees informed about goals and priorities of the municipality or about developments, changes or new initiatives affecting their work. Taking into account the views and concerns of employee unions, representatives and associations can also lead to more effective organizational management.

5.1.2. Open and collaborative internal communications order to achieve institutional mission, municipal goals and to ensure quality information services to the public.

5.1.3. Engaging employees in a conversation for action allows institutions to tap into a vast pool of intelligence and expertise. Properly engaged in the life of an organization,

employees can be allies in the external communications – helping to inform public, professionals and prospective employees about the organization.

5.1.4. Internal communications is an integral part of the municipal corporate communication strategy and must be addressed in the corporate communications plan.

5.1.5. Communication with internal stakeholders is primarily management responsibility and impacts directly on morale and motivation of staff members. Employees of the municipality ought to be informed about policies on all issues affecting them such as service conditions, remuneration, health care, changes and conditions within the organization.

5.1.6. Collaboration, particularly between Corporate Services directorate and the communication function, is essential to ensure internal communication requirements are met.

5.1.7. Executive directors, managers and supervisors must communicate with employees openly, frequently, and before or at the same time as information is communicated to the public. Training of managers and supervisors in basic communication skills will help them become effective communicators.

5.2. EXTERNAL COMMUNICATIONS

5.2.1. Matjhabeng Local Municipality must provide both its employees and the public with open access to information about policies, programmes, services and initiatives.

5.2.2. Information about policies, programmes, services and initiatives must be clear, relevant, objective, easy to understand and useful.

5.2.3. To ensure clarity and consistency of information, plain language and proper grammar must be used in all forms of communication. (This principle also applies to internal communication).

5.2.4. A variety of traditional and new methods of communication must be used to accommodate the needs of a diverse public.

5.2.5. Published and/or recorded information must be available on request in multiple formats and in languages spoken in the municipality to accommodate persons with disabilities and diverse origins.

5.2.6. Information requests or enquiries from the public must be responded to in accordance with *Promotion of Access to Information Act* and any other relevant legislation. Prompt and clear explanations shall be provided when information requested by the public is unavailable.

5.2.7. The public must be afforded an opportunity to provide feedback on policies, programmes, services and initiatives of the municipality and such feedback will be carefully considered in reviews and evaluations of the same to help make improvements.

5.2.8. The municipality must ensure that up-to-date information about the organization's mission, structure, programmes and services is available to the public.

5.2.9. The municipality must also ensure that information is updated and uploaded onto the municipality's website in accordance to the applicable legislation.

5.2.10. A variety of tools used to assess the environment in which the municipality operates, including citizen feedback, environmental scanning, inquiry analysis, media monitoring and opinion research, and the information gathered must be preserved and made available to all who require it.

5.2.11. As an element of effective environment analysis, the municipality must identify and track current and emerging public issues and trends reported by the media.

5.2.12. External communication is an integral part of an institution's corporate communication strategy and must be addressed in the corporate communications plan.

6. THE COMMUNICATIONS POLICY AND PUBLIC PARTICIPATION

Sections 16 and 18 of the Municipal Systems Act determines the culture of participatory Local Governance and requires that the municipality must communicate to its community all available mechanisms, processes, procedures to encourage and facilitate community participation.

Communications plays a major role in public participation, thus communications unit must provide human, technical and budgetary support to the Office of the Executive Mayor and Office of the Speaker in conducting situational analysis and supporting all programmes of broad public participation.

Consequently, the role of Communications Unit in public participation shall include:

i) Preparing the community for public engagements and allowing for input before and after the engagements have taken place;

ii) Popularizing public participation programmes;

iii) Interacting with and engaging all relevant stakeholders in ensuring efficient and effective public participation.

7. PROCEDURES AND REGULATIONS ON COMMNICATIONS IMPERATIVES

The following procedures and regulations shall be provided in order to ensure the effective implementation and regulation of the corporate identity, use and/or misuse of the municipal logo, municipal website, media relations, language, social media, marketing, advertising, public relations, institutionalisation of communications, budget and other imperatives:

7.1. CORPORATE IDENTITY

a) Clear and consistent application of corporate identity/brand should be maintained to assist the public in recognizing, accessing and assessing the policies, programmes, services and initiatives of Matjhabeng Local Municipality.

b) The application of the municipality brand shall be in line with the Corporate Identity Manual for Matjhabeng Local Municipality.

c) All directorates should comply with the instructions in the manual to ensure standardization of communication to the municipality's internal and external stakeholders.

d) Any piece of print or digital communications that is produced for the first time as a new design and that carries the municipality's logo and/or word mark must receive written approval from the Communications Manager before it may be published or distributed in any format.

e) The inappropriate or unauthorized use of municipality's corporate identity will be regarded as a breach of this policy.

7.1. NON-PERMISSIBLE USE OF THE MUNICIPAL LOGO AND WORD MARK

a) The use of municipal stationery or business cards other than for bona fide municipal business is prohibited.

b) The use of municipal stationery or business cards or other official municipal trademarks or documents to further an individual's private business interests or to express political or personal viewpoints is expressly forbidden.

7.2. MUNICIPAL WEBSITE

The municipality website should:

a) Establish a Corporate Identity and create visibility for the municipality
b) Provide an efficient method of delivering current, factual and official information to the public
c) Market the municipality to external and internal stakeholders
d) Publish information about the municipality to support strategic goals and meet legislative requirements.

The Communications Manager is responsible for website content and must ensure that:

- Information on municipality's policies, programmes, services and initiatives is regularly updated, accurate and easy to understand.
- There is a mechanism on the municipality's website for receiving and acknowledging public feedback.
- The services and information resources provided through the website are comparable in quality and functionality to those delivered by other communication channels.
- People appearing in photographs published on the website have given permission for the use of their images.
- Privacy rights and copyright ownership are respected.

7.3. MEDIA ENGAGEMENT/LIAISON GUIDELINES

7.3.1. Authorised media Spokesperson

7.3.1.1. The municipal's official spokesperson (placed in the Office of the Executive Mayor), should represent the municipality to the media and serve as an authorized point of contact with the media.

7.3.1.2. The Executive Mayor, Municipal Manager and Spokesperson are the dedicated official spokespeople for the municipality on all matters that may have an impact on the image of the municipality.

7.3.1.3. The Executive Mayor and the Spokesperson speak on any issue within the municipality with a focus on the municipality's strategy, policy and performance.

7.3.1.4. On technical or complex matters, subject-matter experts may be authorized by the Executive Mayor, Municipal Manager and the Spokesperson to provide clarity.

7.3.1.5. All requests received by a municipal employee for a media interview must be referred to the Spokesperson.

7.3.1.6. Any media enquiry to any municipal employee who is not authorized to speak to the media or who is not authorized to speak on the subject matter of the enquiry should immediately be redirected to the Spokesperson.

7.3.1.7. Any media communication representing an employee's personal opinion as a private citizen, not associated with the municipality, does not require approval and such communication shall not bind nor be associated with the municipality.

7.4. RESPONSE AND LIAISON STANDARDS FOR MEDIA ENQUIRIES

7.4.1. The municipality should recognize the deadline constraints facing the media and must endeavour to provide timeous, open and equal access to all news media.

7.4.2. All media enquiries should preferably be acknowledged within two hours and no later than 24 hours for daily and weekly print and broadcast media. Submission times for the actual provision of content to address media enquiry should be mutually agreed on with the reporter concerned, but with due regard for the guiding principles of transparency, accuracy and efficiency of the municipality's response.

7.4.3. Heads of departments within the municipality should also speedily assist the Spokesperson with information relating to their departments in the media enquiry for prompt and accurate response to such enquiry.

7.5. INAPPROPRIATE MEDIA ENGAGEMENT

7.5.1. No municipal employee will divulge to the media any findings or determinations in relation to municipal internal enquiries, reviews or investigations, irrespective as to whether such processes are ongoing or considered concluded, unless there is specific approval by the Municipal Manager, Executive Mayor or the Spokesperson.

7.5.2. This policy explicitly regards it as irresponsible of staff members to engage with the media in any activity or comment, which is designed to:
   o Bring the municipality or its stakeholders into disrepute.
   o Undermine the integrity and reputation of the municipality, its leadership or stakeholders.
   o Present a personal viewpoint as a position which is held by the municipality.
   o Disclose municipal information without proper authority.

o   Comment on pending or current legal issues relating to the municipality.

7.6. LANGUAGE REQUIREMENTS

7.6.1.   All media releases and other media written interventions should be produced and distributed in English. If the media requests a copy of the issued communication in any other of the 11 official languages as well as the sign language, the Communications Unit will take responsibility for the professional translation of the communication and negotiate a mutually agreed deadline for this translation with the media house concerned.

7.6.2.   All communication issued to the media should be presented in plain language, without detracting from accuracy of the message, and should be presented in a way that is understood by the target audience.

7.7. MEDIA MONITORING AND ANALYSIS

7.7.1.   The Communications Unit shall continuously monitor and evaluate all media coverages in terms of their quantitative and qualitative substance or content.

7.7.2.   The media monitoring and analysis report will be presented to the Municipal Manager and Executive Mayor on quarterly basis.

7.8. APPOINTMENT OF EXTERNAL MEDIA RELATIONS/COMMUNICATION SUPPORT

7.8.1.   The municipality may – if required – negotiate with and appoint external public relations/media relations or other specialist communication support from its database of qualified and approved suppliers to assist the municipality with its reputation management functions.

7.8.2.   The procurement and appointment of external service providers will be done in accordance with supply chain management processes.

7.9. PHOTOGRAPHIC AND VIDEO COVERAGE BY THE MEDIA

7.9.1.   Media photography or videography is expressly prohibited on municipal property without prior approval of the Communications Manager or his/her nominee.

7.9.2.   If authorized by the Communications Manager, media representatives may be allowed inside municipal facilities under supervision by a

representative of the Communications Unit for the purpose of photographic and/or video filming required for recording interviews, documentaries, news releases or other municipal approved applications.

7.10. MEDIA ENGAGEMENT TOOLS

7.10.1. Regular media schedules

- Targeted media for a specific intervention should be carefully selected based on the news value of the release for their profile or readers/viewers/listeners.
- The Communications Unit accordingly designs and implements proactive media relation activities according to a comprehensive media relations schedule/media engagement plan.
- The media schedule will, among other things, identify target media for the media engagement, the planned media intervention to be used, e.g. a media release, event or interview; and the qualitative and quantitative outcome of the media intervention.
- The schedule will also include regular visits to targeted media houses.

7.11. Media releases

7.11.1. All media statements will be issued out by the Communications Manager with the approval of the Executive Mayor.

7.11.2. A copy of a media release will be posted on the municipality's website immediately after its release to the media.

7.12. Media conferences

7.12.1. Media conferences should be authorized by the Executive Mayor and should be arranged through the Communications Manager.

7.12.2. Media conferences are only warranted in highly newsworthy circumstances and the Communications Manager is empowered to determine whether the circumstances warrant a media conference or whether other media engagement channels will be more effective in communicating with the media.

7.12.3. The Communications Manager or a designated official from the Communications Unit should chair any press conference or briefing. The Communications Manager should advice the municipality and journalists about the nature of the conference or briefing including advantages and disadvantages.

7.13.   Letters to the Editor

Any letter to the Editor of a print or online publication, identifying the writer as an employee of the municipality, must be sent to the Communications Manager for approval before it is submitted to the intended media outlet. Only approved letters to the Editor shall be sent to the media by the municipal employees.

7.14.   Opinion pieces

Any opinion piece identifying the writer as an employee of the municipality must be sent to the Communications Manager for approval before it is submitted to the intended media outlet. Only approved opinion pieces shall be sent to the media.

7.15.   Paid media coverage.

7.15.1. The municipality may pay for adverts and advertorials coverage to boost or achieve reputation-enhancement.

7.15.2. The Communications Unit should apply its professional discretion to leverage editorial opportunities, where possible, in media that features on the municipality's advertising schedule.

7.16.   Positioning papers

The Communications Unit may, with the assistance of appointed and recognized specialists prepare positioning papers on topical issues relating to the municipality. Such positioning papers serve as a reference document for media and other enquiries, and ensure consistent, integrated messaging to the media.

8. SOCIAL MEDIA

8.1. Background

The phenomenal growth in digital technology and the rise of social media platforms over the past few years have revolutionised the way in which people communicate and share information.

The use of social media tools in government around the world has been gaining acceptance in all spheres of government. This provides an opportunity for two-way communication between government and citizens, partners and stakeholders thereby increasing the frequency and speed of engagement. At the same time social media presents new challenges to governments who must address resulting citizen expectations and the differences in communication culture while navigating the blurry line between official and personal use.

All around the world, including South Africa, people are embracing digital technology to communicate in ways that could never have been imagined just a few years ago.

With this in mind, governments across the world have begun to recognise the need to embrace social media, but are generally still finding their feet in terms of the most effective use of these new communication tools.

The municipality should explore other social media, such as Facebook, WhatsApp, Twitter, etc. as other means of communication for the wider reach of its communities.

The use of such platforms will be in accordance with Social Media Guidelines provided by Government Communications (GCIS).

8.2. Purpose

The purpose of these guidelines are to create awareness of some of the opportunities that social media presents for government, as well as making government agencies and staff aware of how to manage the risks associated with the use of this kind of technology.

The guidelines focus on guidance in the use of social media within the South African government communications environment, in order to improve Municipal transparency, participation and interaction with the public.

8.2.1. These policy guidelines establish the principles for:

- Government employees using social media for official municipal communication purposes; and
- personal use of social media by municipal employees, when such employee's municipal affiliation is identified, known, or presumed.

8.2.2. The intention is to provide:

- A standardised personal responsibility for government employees
- An introductory overview of the social media tools that are most likely to be relevant in a municipal environment.
- The potential benefits and risks associated with these tools.
- Guidance in best-practice use of social media.

These guidelines are not an exhaustive user manual or instruction guide on social media or specific social media tools.

Government departments or agencies differ when it comes to communication objectives, audience profiles, availability of human and technical resources, Internet use policies and other factors that will dictate if, what, when and how social media is used.

Also, the social media environment is an extremely fluid one, and the available tools and applications are constantly evolving to address evolving user needs. An exhaustive user manual would run into hundreds of pages, and generally be redundant before it is published, in terms of accuracy of information.

While governments around the world may face some challenges in adopting social media tools, we are convinced that the potential benefits of using selected social media tools far outweigh any risks, and these benefits will continue to grow as more and more South Africans bridge the digital divide.

The municipality shall adopt measures to step up and be part of the digital revolution, in order to adapt to technological transition to allow conversations with public, rather than simply communicating to them.

Municipal employees have the same rights of free speech as other citizens when it comes to the use of, and participation in online social media platforms.

As public servants, however, municipal employees have some additional obligations when it comes to sustaining, building and defending the reputation of the municipality through social media.

Social media are powerful communication tools that have a significant impact on institutional and professional reputations. Because they blur the lines between personal voice and institutional voice, the Government Communication and Information System (GCIS) has produced the guidelines to help clarify how best to enhance and protect institutional and personal reputations when participating on social media.

The use of social media in the municipality shall also be governed by the municipal's Internet and email policies, which sets out unacceptable behaviour while using the Internet.

As technology and social media platforms evolve, this policy shall also evolve as our collective experience in the use of social media evolves.

8.3. Social media guidelines for official government communication

8.3.1. The protocols that apply when you are acting as an official representative of the municipality shall be the same whether one is speaking to the media, speaking at a conference or using social media.

8.3.2. Note: The municipal employees making comments or contributions on behalf of municipality shall only do so with express approval of the Municipal Manager and/or the Manager: Communications.

8.3.3. When contributing on behalf of the municipality, the municipal employees shall consider the following:

- Keep your postings legal, ethical and respectful. Before engaging with a specific social media channel ensure you understand its terms of reference, conventions and etiquette.
- Employees may not engage in online communication activities which could bring the municipality into disrepute. Personal details of municipal employees shall not be given out – only the official contact details (official cellphone number, office telephone, e-mail or fax) may be shared for reference purposes

8.4. Respect for copyright laws.

An official may not post any material that is protected by copyright. When posting text and/or images, everyone must respect the corporate identity of the municipality. All those who may not be familiar about the use of the National symbols may consult with the Communications Unit or alternatively GCIS.

8.5. Ensuring that information published on-line is accurate and approved

8.5.1. In official social media online postings, all reasonable efforts must be made to publish only facts and statements that can be verified - not personal opinions or speculations. Communications Unit and Municipal employees must identify and correct any incorrect information relating to the municipal policy and services. People may be referred to government websites, where appropriate, for more detailed information.

8.5.2. Where users ask questions about policies or published information with which the municipal employee is familiar with, such employee shall ensure that his/her comment or response made on matters of municipal policies are accurate, appropriate and remains politically neutral.

8.5.3. Only authorised spokesperson or duly delegated officials may provide comment to the media on municipal-related issues. If you are contacted by the media about posts on an official municipal or any social media site, one must refer all media enquiries to the designated official or municipal spokesperson.

8.6. Social media guidelines for personal use of social media

8.6.1. Personal use of social media by municipal employees shall comply with the code of conduct for municipal employees, consequently personal use of social media implies that employees are using social media for personal interests, which has nothing to do with their duties for the municipality.

8.6.2. However, there are specific aspects which municipal employees must pay attention to when using social media in a personal capacity, which

includes their obligations towards the objectives of local government in terms of the legislation and the Constitution.

8.6.3. All municipal employees must always think before they post, municipal employees shall remember that when acting or speaking in a personal capacity, their position as municipal employees may be known by the public or the potential audience and may be misunderstood or misrepresented as an official position.

8.7. When using social media at personal capacity, employees should consider the following:

8.7.1. Keep municipal-confidential information confidential. Municipal employees may not use personal social media platforms to post any confidential or proprietary information of the municipality.

8.7.2. Municipal employees may only use personal social media platforms to share municipal news if that information has already been officially published in the public domain.

8.7.3. Municipal employees must familiarise themselves with the content of any nondisclosure agreement they signed with the municipality and ensure that all personal social media activities are in alignment and compliance with this policy and all other applicable regulations, acts and policies.

8.8. Keep personal social media activities distinct from municipal communication

8.8.1. Municipal logos and other municipal branding symbols may not be used in personal social media posts without express permission in writing from the Municipal Manager and/or Communications Unit.

8.8.2. Municipal employees may be held legally responsible for all comments that they post on their personal social media platforms.

8.8.3. Municipal employees shall respect municipal time and property: i.e. municipal computers and other resources (including stationery and computer consumables) and time at work shall be reserved for municipal-related business.

8.8.4. Municipal employees must ensure that their personal online activities do not interfere with their work duties and performance.

8.8.5. Municipality owns any employee's communication sent using municipal computers or that is stored on municipal equipment. All the municipal tools and equipments is prohibited from any personal use and misuse other than for the municipal services.

9. MARKETING

9.1. Marketing shall assists in promoting the municipality's programmes, services and initiatives to the public.

9.2. The municipality must integrate marketing with the communications function. This shall ensures that promotional activities, either in support of specific market needs or broader policy objectives are capable of advancing the communication goals of the municipality in general.

9.3. To ensure congruence with other communication activities, the Communications Manager or his/her designate must review marketing plans and strategies before they are implemented.

9.4. All marketing campaigns of the municipality must be based on an approved marketing strategy.

9.5. The focus of the municipality's marketing campaigns should be on messages that enable the public to participate in democracy and improve their lives.

9.6. From time to time the municipality will have some specific core messaging that will depend on the particular campaign, objectives and audiences, driven by the Executive Mayor or the Municipal Manager.

9.7. All media-based advertising campaigns should be presented in the language used by the specific media vehicle, e.g. TV or radio station, magazine or newspaper.

10. ADVERTISING

10.1. Campaign advertising

10.1.1. Campaign advertising by the municipality should be aimed at:

a. Educating or informing the public regarding the municipality's services, products, programmes or policies.

b. Promoting behaviour or attitudes that are generally regarded as being in the public interest i.e. that will lead to improved quality of life.

c. Raising awareness of government services available to the public or targeted audience.

d. Promoting public awareness and compliance with legislation.

10.2. Non-campaign advertising

10.2.1. The design and layout of non-campaign advertising must adhere to the municipality's guidelines for layout style, size limits, typefaces, type size, use of municipal branding, etc.

10.2.2. Non-campaign advertising should be short-term advertising that usually appears only once or twice in the media and is not tied to an ongoing marketing campaign.

10.2.3. Non-campaign advertising generally refers to or is limited to tenders, statutory public notices, auction notices, recruitment advertising, invitations to make submissions and similar print advertising.

11. PUBLIC RELATIONS

11.1. In maximizing efforts to communicate with its internal and external stakeholders, the municipality should also utilize public relations tools that extend beyond traditional media relations interventions.

11.2. Actual implementation of a particular tactic depends on campaign objectives, the characteristics of the target audience and the budget.

11.3. Public relations tools include, but not limited to the following:

   i.   Events
   ii. Exhibitions
   iii. Trade shows
   iv. Arts & Cultural festivals

12. DISTRICT COMMUNICATORS FORUM (DCF)

As part of our legislated participation and obligations towards Inter-Governmental-Relations (IGR):

12.1. The District Communicators Forum is a strategic meeting of government communicators in the district.

12.2. The district municipality should coordinate the DCF with the assistance of Government Communications (GCIS), SALGA and Department of Cooperative Governance and Traditional Affairs.

12.3. The DCF should be attended by the Head of Communications of local municipalities, government departments in the district, parastatals and any other government-related structures in the district.

12.4. The DCF should be used to share information and iron out communication problems on a district level.

12.5. The DCF should assist local municipalities with capacity, and with communication strategies.

12.6. The DCF should coordinate and organize a calendar of events for the district and ensure that these activities are streamlined across the district to avoid duplication and a waste of resources.

13. INDUCTION PROGRAMME FOR MUNICIPAL COMMUNICATORS AND POLITICAL PRINCIPALS

    (i) The municipality must have an induction programme in place for municipal communicators and political principals. Orientation is necessary since municipalities are complex institutions with various stakeholders and components.

    (ii) The induction programme shall be developed and be compulsory to all councillors and employees, the aim shall be to orientate new and old councillors and employees about the preservation of municipal image, use of social media, prohibited media conduct, protocols and other measurers.

    (iii) The induction programme shall be designed to include capacity building for councillors and employees, and shall also include national, provincial and district government as well as private sector. The aim shall be towards professionalising the municipality and reaching developmental goals.

14. INSTITUTIONAL COMMUNICATION ARRANGEMENTS

14.1. A Communication Unit must be located in the Office of the Municipal Manager to retain institutional memory and ensure continuity and consistency. The function will be politically accountable to the Executive Mayor and administratively to the Municipal Manager.

14.2. The Communication Unit should ideally be comprised with officials to handle the following functions: internal communications, external communications, media liaison, stakeholder management, research and content development, speech writing, media production, public relations, events management, development of communication policies and strategies, advertising, marketing and branding.

14.3. The Communications Manager should sit on the Executive Committee of the municipality to be able to appreciate policy and be in a better position to articulate it, but also to present current affairs and advise on the communication implications of deliberations.

14.4. It is recommended that the municipality establish an internal communication forum to coordinate communication activities within the municipality.

14.5. It is also recommended that frequent communication strategizing meetings be held and headed by both Municipal Manager and the Executive Mayor, to provide communication guidance.

14.6. It is recommended that the municipality participate in the district communicators' forum to enhance municipal communication capacity.

14.7. The Local Municipality's communication unit should be represented in the district government communication forums.

14.8. The Communication Unit should be represented in various strategic committees in the municipality so that they can appreciate the work of such committees and have direct information.

14. BUDGET, MOBILISATION OF OTHER RESOURCES AND PROCUREMENT.

14.1. The communications unit shall ensure the implementation this policy, strategy and planning from its dedicated budget vote approved by council. This shall be done in line with the recommendations of the National Communications Strategy, which provides for 1-5% for communications activities from the total municipal budget.

14.2. Communications unit shall prioritise various forms of marketing and advertising as a source and method of mobilising sustainable funding for its projects and programs, this shall be prioritised in order to ensure sustainability and ameliorating the MLM council from the burden of direct budgeting for communications.

14.3. The procurement all communications products and materials shall be acquired through and after consultation with the communications manager and with the ultimate approval of the Municipal Manager.

14.4. The communications unit shall ensure compliance with the MLM Supply Chain Policy and other relevant laws in acquiring its service, however, it shall remain advisable to make use of the inhouse services of the communications unit where necessary.

Compiled By Communications Unit.