



**THABAZIMBI LOCAL MUNICIPALITY**

**INTERNAL COMMUNICATION STRATEGY**

**2016 - 2017**

*An internal communication roadmap for Thabazimbi Local Municipality*

*with Action Plan*

***“Together we move South Africa forward”***

## TABLE OF CONTENTS

|   |             |
|---|-------------|
| <b>1. INTRODUCTION</b>                            | <b>3</b>    |
| <b>2. BACKGROUND</b>                              | <b>3-4</b>  |
| <b>3. OBJECTIVES</b>                              | <b>4</b>    |
| <b>4. ENVIRONMENTAL ANALYSIS</b>                  | <b>5</b>    |
| <b>5. CHALLENGES</b>                              | <b>6</b>    |
| <b>6. MESSAGES AND THEME</b>                      | <b>6</b>    |
| <b>7. MESSENGERS, AUDIENCE AND CHANNELS</b>       | <b>6</b>    |
| <b>8. PHASED COMMUNICATION APPROACH</b>           | <b>7</b>    |
| <b>9. STRUCTURES AND PROCESSES</b>                | <b>8</b>    |
| <b>10. PROGRAM OF ACTION JULY 2016- JUNE 2017</b> | <b>8-12</b> |
| <b>11. MONITORING AND EVALUATION</b>              | <b>12</b>   |

## **1. INTRODUCTION**

Thabazimbi Municipality is located in the South-western part of Limpopo Province, situated in Waterberg District. Thabazimbi is known as mountain of iron which is the Tswana name for this peaceful productive town, referring to the highly lucrative iron ore reef first discovered in 1919. The municipality is 320 km from Polokwane and 260 from Johannesburg. It shares borders with North West and Botswana.

Thabazimbi is known as mountain of iron which is the Tswana name for this peaceful productive town, referring to the highly lucrative iron ore reef first discovered in 1919 and shares borders with North West and the Republic of Botswana. It has Marakele National park, which is a subsidiary of National Parks board. The municipality currently constitutes of 355 staff components reporting in 6 directorates located in 6 scattered buildings. There are 3 satellite offices which are located in Northam, Rooiberg and Leeupoort.

## **2. BACKGROUND**

The development of the Internal Communication strategy has been mandated by the Communication and Public Participation strategy, the Constitution of RSA, Act 108 of 1996, Municipal Systems Act of 2000, the Access to Information Act of 2000, Municipal Structures Act of 1998, the National Development Plan for 2030, SONA 2016/17, SOPA 2016/17, SODA 2016/17 and SOMA 2016/17. This will be a tool to improve Thabazimbi Municipality internal communication to be efficient and effective in delivering messages to the internal audience.

The strategy also takes cue from the Thabazimbi Municipality Integrated Development plan 2016/17(IDP). A successful implementation of the strategy will go a long way towards building internal public confidence in the municipality, turning around negative public perceptions and mobilize communities to join hands.

This internal communication strategy is informed by the following legislative framework:

- Constitution of the Republic of South Africa Act, 1996 (Act 108 of 1996).
- Copyright Act, 1978 (Act No 98 of 1978).
- Electronic Communications and Transactions Act, 2002 (Act No 25 of 2002).
- Electronic Communications Act, 2005 (Act No 36 of 2005).
- Government Communicators Handbook 2014/17.

- Limpopo Province Language Policy 2011.
- Media Development and Diversity Agency Act (Act No. 14 of 2002).
- Minimum Information Security Standards (MISS).
- Municipal Finance Management Act – 2003
- Municipal Property Rates Act, 2004
- Municipal Systems Act No. 7 of 2011 as amended.
- Municipal Structures Act No 1 of 2003 as amended.
- National Development Plan :Vision 2030
- National Policy Framework for Public Participation ,2007
- Promotion of Access to Information Act ,2000
- Protection of Disclosure Act,( Act No 26 2000)
- Public Finance Management Act, 1999 (Act No 2 of 1999).
- Spatial and Land Use Management Act (Act No 16 of 2013).
- The White Paper on Local Government, 1998
- Promotion of Administrative Justice Act, 2000 (Act No 3 of 2000)
- White Paper on Transforming Public Service Delivery, 1997

### **3. OBJECTIVES**

- To educate and inform the services and programmes rendered by other sections
- To manage the flow of information internally within the municipality.
- To disseminate internal communiqués effectively and timeously.
- To centralize communication messages.
- To educate and inform the internal publics about services and opportunities presented by government in the municipality.
- To share internal information amongst staff members and different units/programs
- To develop municipal officials to be ambassadors of the municipality.
- To enhance communication between the municipality and its stakeholders internally and externally.
- To integrate all municipal plans or programs for dissemination of coherent messages.
- To provide feedback on all municipal programs.
- To communicate through indigenous languages.

#### **4. ENVIRONMENT ANALYSIS**

There is Political stability in Thabazimbi Local Municipality. The 2016 Local Government Elections brought about the new political leadership in the Municipality. Thabazimbi Municipality is composed of 12 wards and 23 councillors.

The economically active populations (EAP) are people who are aged between 21 and 65, and are able and willing to work.

The Municipality has the Local Labour Forum consisting of SAMWU, IMATU, Management and Councillors. The union in majority is SAMWU. There is a stable relationship between the unions and management. In terms of equity, female members are in minority, while male members are in majority across all levels.

Over the last two years, municipality experienced a high labour turnover due to lower wages, lack of accommodation as well as a high cost of living. The majority of workers are low earners (general workers). The staff component consists of skilled workers and a high number of unskilled workers.

The municipality has a legal unit, which advises council, and develop policies and By Laws which governs the day to day operation of the municipality. The internal staff component has confidence in the municipality and they are with good perception and willingness to deliver services and are punctual in signing attendance registers.

Thabazimbi Municipality administratively has got Section 57 managers who report directly to the Municipal Managers. Divisional Heads report to Section 57 managers. Manager Corporate Services facilitates internal staff public participation process upon approval of the Municipal Manager.

The Communication Unit provides a platform for communication between employees and management and take part in all internal strategic meetings/ forums/committees of the municipality. The Head of Communications sit and observe in all municipal strategic meetings management/ committees/ forums and portfolios). The staff component has got access to local newspapers and messages through emails and notice boards.

## 5. CHALLENGES

- Poor integration of inter departmental programmes within the municipality.
- Areas with limited network coverage.
- Inadequate budget for internal communication activities including branding, signage, internal communication tools and channels.
- Uncoordinated internal communication platforms.

## 6. MESSAGES AND THEME

### CORE MESSAGES

*“Together we move South Africa forward”*

### SUB THEMES

“Working together to provide sustainable services”

**“Working together to provide quality service to the people of Thabazimbi”**

## 7. MESSENGERS, AUDIENCE AND CHANNEL:

### MESSENGERS, AUDIENCES, CHANNELS AND OUTCOMES

| MESSENGERS  | AUDIENCES   | CHANNELS   | COMMUNICATION OUTCOME   |
|---|---|--|---|
| <p><b>6.1 Primary messengers</b></p> <ul style="list-style-type: none"> <li>• Mayors</li> </ul> <p><b>6.2 Secondary messengers:</b></p> <ul style="list-style-type: none"> <li>• Municipal Manager</li> <li>• Head of Communication</li> <li>• Managers (Section 57)</li> </ul> | <p>Audience targeted:</p> <ul style="list-style-type: none"> <li>• Internal employees</li> <li>• Union Representatives</li> </ul> | <p>Channels used:</p> <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Intranet</li> <li>• Briefings</li> <li>• Notice boards</li> <li>• Emails</li> <li>• Faxes</li> <li>• Electronic Newsletters</li> <li>• Brochures</li> <li>• Magazines</li> <li>• Posters</li> <li>• Social</li> </ul> | <p>Planned communication outcomes:</p> <ul style="list-style-type: none"> <li>• Positive image of the municipality</li> <li>• Strengthen stakeholder discussions and inputs</li> <li>• Internal brand positioning</li> <li>• Product</li> </ul> |

|  |  |   |                              |
|--|--|---|------------------------------|
|  |  | media <ul style="list-style-type: none"> <li>• Forums</li> <li>• TV's</li> <li>• Telephones</li> <li>• Projectors</li> <li>• Staff addresses</li> <li>• Radio's</li> <li>• Intercoms</li> </ul> | profiling and staff learning |
|--|--|---|------------------------------|

## 8. PHASED COMMUNICATION APPROACH

This Internal Communication Programme will annually follow the Government Communication Cycle.

The plan shall start in July 2016 and end in June 2021 in line with the following monthly themes : **July –Moral regeneration month; August - National Women’s month ; September- Heritage and Tourism Month; October - Transport and Social Development Month; November National Awareness on violence against women and children month; December National reconciliation month; January Back to School Month; February Safety and Security Month ; March Human Rights Month; April - Freedom month; May - Workers’ month; and end with June - National Youth ’ month;** This process will repeat itself annually. Implementation of the strategy shall follow phased approach:

| TASK           | COMMUNICATION ACTION   | RESPONSIBILITY                         | TIMEFRAME              |
|----------------|--|--|------------------------|
| <b>PHASE 1</b> | Develop internal communication strategy                              | Communication unit and departments     | May 2016               |
| <b>PHASE 2</b> | Adoption of communication strategy                                   | Management and Council                 | June 2016              |
| <b>PHASE 3</b> | Monitoring and implementation of the internal communication strategy | Communication unit and all departments | July 2016 – April 2017 |
| <b>PHASE 4</b> | Evaluation of internal Communication strategy                        | Communication unit and departments     | May – June 2017        |

## 9. STRUCTURES AND PROCESSES

The following structures and processes shall prevail:

Internal communication forum consisting of Representatives from various divisions and chaired by the Communications Manager. Upon finalization, Communication Unit will draft Communication Strategy and present it to the internal communication forum for input prior submitting it to the municipal manager for approval.

## 10. PROGRAM OF ACTION JULY 2016- JUNE 2017

The internal communication program of action is informed by Communication and Public Participation strategy program of action as follows:

| <b>MONTH</b> | <b>ACTIVITY</b>  | <b>DATE</b>       | <b>OBJECTIVE</b>   | <b>OUTCOME</b>                | <b>RESPONSIBILITY</b>   | <b>REMARKS</b> |
|--------------|--|-------------------|--|-------------------------------|---|----------------|
| <b>JULY</b>  | <b>Mandela Day 67 minutes of community service.</b>                                  | <b>18/07/2016</b> | To do community work in honouring the world greatest icon and international statesman, Nelson Rolihlahla Mandela (May his soul rest in peace). | Participation in Mandela day. | <b>All Stakeholders</b>   |                |
|              | <b>Women Month Celebration. Build up event for National Women's day celebration.</b> | To be confirmed.  | To celebrate and honour women.   | To have honoured women.       | <b>Office of the Mayor, Manager in the Office of the Mayor, Special Projects Officer NGO/CBO Sector Departments</b> |                |



|                  |  |                         |   |   |   |  |
|------------------|--|-------------------------|---|---|---|--|
| <b>SEPTEMBER</b> |  |                         |   |   |   |  |
|                  | <b>Heritage Day</b>  | <b>To be confirmed.</b> | To encourage local community to participate in heritage.                      | To promote cultural diversity.  | <b>Manager in the Office of the MM</b>  |  |
| <b>OCTOBER</b>   |  |                         |   |   |   |  |
|                  | <b>Public Participation Programme.</b>   | <b>To be confirmed</b>  | To broadly consult communities on service delivery.                           | Communities will be informed of the programmes and plans of the municipality. | <b>Office of the Mayor; IDP office</b>  |  |
|                  | <b>Pre-exams well wishes and messages.</b>   | <b>To be confirmed</b>  | To motivate learners during their exams period.                               | To have improved and quality results.   | <b>Office of the Mayor</b>  |  |
| <b>NOVEMBER</b>  |  |                         |   |   |   |  |
|                  | <b>16 Days of activism</b><br><br><b>Popularising the core messages through water bills, website, local newspapers and newsletter.</b> | <b>25/11/2016</b>       | To mobilize communities to act against abuse of women and children.           | To have more informed community.  | <b>All sector departments<br/>Office of the Mayor,<br/>Manager in the Office of the Mayor SPO</b> |  |
| <b>DECEMBER</b>  | <b>World Aids Day Build-ups.</b>   | <b>01/12/2016</b>       | To keep public informed about the policies and programs of government through | To have educated and informed community                                       | <b>Office of the Mayor; Manager in the</b>  |  |

|                |  |                        |  |  |   |  |
|----------------|--|------------------------|--|--|---|--|
|                |  |                        | bi-lateral with stakeholders as well as registering community views for government attention.                          | as far as this pandemic is concerned.  | <b>Office of the Mayor<br/>SPO<br/>HIV/AIDS and Disability Coordinator</b>                  |  |
|                | <b>Children's Day.</b>                     | <b>To be confirmed</b> | To educate the community about their rights especially children. Celebrate children's day with vulnerable and orphans. | To have well informed and educated children.   | <b>Office of the Mayor;<br/>Manager in the Office of the Mayor Special Projects Officer</b> |  |
|                | <b>International Day for the Disabled.</b> | <b>To be confirmed</b> | We care and what government has done and plans to do with challenges facing them.                                      | To have educated and informed community as far as government programme is concerned. | <b>Office of the Mayor;<br/>Manager in the Office of the Mayor Special Projects Officer</b> |  |
|                | <b>Festive Season message.</b>             | <b>12/12/2016</b>      | To wish all municipal residents good and safe festive holidays.  | To ensure that all have an accident free holidays.                                   | <b>Office of the Mayor</b>  |  |
| <b>JANUARY</b> | <b>Back to school campaign.</b>            | <b>To be confirmed</b> | To motivate poor and underperforming schools and   | To have an improved and increase   | <b>Office of the Mayor</b>  |  |

|                 |  |                         |  |   |  |  |
|-----------------|--|-------------------------|--|---|--|--|
|                 |  |                         | congratulate the best performing schools within the municipality.  | number of performing schools.   |  |  |
| <b>FEBRUARY</b> | <b>SONA</b>                            | <b>To be confirmed</b>  | To informed community about the programme of government.   | Communities will be informed of the programmes and plans of the government.   | <b>GCIS</b>  |  |
|                 | <b>SOPA</b>                            | <b>To be confirmed</b>  | To informed community about the programme of government-in the Province.   | Communities will be informed of the programmes and plans of the Province.     | <b>Limpopo Legislature<br/>Office of the Mayor</b> |  |
| <b>MARCH</b>    |  |                         |  |   |  |  |
|                 | <b>Human Rights Day.</b>               | <b>To be confirmed.</b> | To educate and inform residents of opportunities available as well as their constitutional rights and obligations. | To have more informed community.  | <b>All Sector Departments</b>                      |  |
| <b>APRIL</b>    |  |                         |  |   |  |  |
|                 | <b>Public Participation Programme.</b> | <b>To be confirmed</b>  | To broadly consult communities on service delivery.  | Communities will be informed of the programmes and plans of the municipality. | <b>Office of the Mayor;<br/>IDP office</b>         |  |
|                 | <b>IDP Rep Forum</b>                   | <b>To be confirmed</b>  | To inform communities about  | To have increase  | <b>Office of the Mayor</b>                         |  |

|             |  |                        |   |   |   |  |
|-------------|--|------------------------|---|---|---|--|
|             |  |                        | municipal programmes.   | participation in all municipal programmes.                                    | <b>All Sector Departments</b>   |  |
| <b>MAY</b>  | <b>SOMA</b>  | <b>To be confirmed</b> | To inform the community about the programme of the municipality.                                  | Communities will be informed of the programmes and plans of the Municipality. | <b>Office of the Mayor</b>  |  |
| <b>JUNE</b> | <b>Youth Month Thabazimbi Youth Information Session.</b> | <b>To be confirmed</b> | To educate and inform the community especially youth about policies and programmes of government. | To have informed youth.   | <b>Office of the Mayor; Manager in the Office of the Mayor Special Projects Officer</b> |  |

## 11. MONITORING AND EVALUATION

Monitoring and evaluation of the internal communication programmes shall be conducted monthly by Communication unit. Relevant internal Structures shall be established to monitor the implementation of these strategy objectives.

The strategy implementation report to be incorporated into the management report on a monthly basis. The Municipal Manager will sign-off all communication information products, events before implementation.