



coghsta

**Department:**  
**Cooperative Governance, Human  
Settlements and Traditional Affairs  
NORTHERN CAPE PROVINCE**

# COMMUNICATIONS STRATEGY REVIEWED



# 2019-2024



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## **COMMUNICATION STRATEGY FOR THE DEPARTMENT OF COOPERATIVE GOVERNANCE, HUMAN SETTLEMENT AND TRADITION AFFAIRS - COGHSTA (2019 -2024)**

### **1. BACKGROUND AND INTRODUCTION**

- 1.1 The 2019 – 2024 Communication Strategy for the Department of Cooperative Governance, Human Settlement and Traditional Affairs is informed by the Provincial Medium Term Strategic Framework (MTSF- Five-year implementation plan), the National Developmental Plan (NDP), the District Development Model, the mandate of the 6<sup>th</sup> administration and the National Communication Strategy (2019-2024).
- 1.2 A communication strategy presents an opportunity for the Department to communicate its achievements and progress proactively and continuously in line with its mandate. It also identifies platforms that can be used to ensure that communities in the entire Northern Cape are well informed about programmes and activities of the Department.
- 1.3 It is also important to complement outward – bound with improved internal communication so that employees are mobilized and kept abreast with Departmental activities, plans and achievements. This will assist in aligning different unit's activities ensuring commitment and productivity.
- 1.4 The Communication Strategy will utilize every available communication platform to popularize the Province Plan of Action and Pronouncements contained in its Policy Statements. Department communication takes place within the context of the



country having made tremendous progress in improving the lives of South Africans since the first democratic elections in 1994.

- 1.5 The communications sub-directorates in this and all other government departments derives its mandates and existence from Government Communication and Information Systems (GCIS), a strategic unit located in the Presidency to co-ordinate, guide and advise on government communication.

## **2. CONTEXT AND ENVIRONMENT**

- 2.1 Government recognizes that communication serves as a strategic element of service delivery. This notion is further emphasized by Chapter 195 of the Constitution of the Republic of South Africa, which states “the public should be provided with information that is timely, accessible and accurate”. An informed citizenry can be the best defender of our democracy and an effective driver of transformation.
- 2.2 The communication strategy reflects the will and aspiration of the citizenry of the Northern Cape which they expressed during the 2019 general elections and must therefore address the battle of ideas in the communication environment.
- 2.3 The Department's communication programme for this term should reflect the urgency of the Programme of Action (PoA) and its determination to effectively support, monitor, and promote local government and viable institutions of Traditional Affairs. In relation to Human Settlement, the Department's communication programmes are geared towards creating active citizenry in delivery of houses and housing issues are forecast to take centre stage.
- 2.4 Government's communication programme reflects the confidence of an administration whose vision for the country carries an overwhelming, popular endorsement, as expressed during the 2019 general election.

The theme for the next 5 years (electoral cycle) is “TOGETHER WE MOVE SOUTH AFRICA FORWARD” and the vision of the province is “BUILDING A MODERN, GROWING AND SUCCESSFUL PROVINCE” which all communication efforts should be centered around.

### **3. MOOD/ PERCEPTION**

3.1 There is a generally positive mood (“new dawn”), support, a lot of expectations so far and a sense of renewed hope that government will be able to raise the country’s developmental agenda to the next level of growth.

3.2 While political leaders have been visible, it should be noted that more coherence should prevail with less public antagonism or conflicting public statements between political principals and departments.

### **4. COMMUNICATIONS OBJECTIVES**

**Given the background and context, the strategic objective of this communication strategy are as follows:**

- 4.1 To raise awareness, inform and educate beneficiaries about the Department of Coghsta and its service delivery mandates.
- 4.2 . To facilitate the provision of consistent, accurate and timely information and feedback on the implementation of departmental programmes and projects in line with the Strategic Plan, development plans, milestones, achievements, as well as mechanisms on how to deal with implementation challenges.
- 4.3 To position COGHSTA positively in the public domain, maintain a positive image of the government development agenda, and manage the communication agenda.
- 4.4 Profile all relevant service delivery activities in the department and project them as open, accessible and in touch with the needs of the citizens of the Northern Cape.
- 4.5 To provide a professional, effective, and efficient communication service to both internal and external stakeholders.

### **5. TO COMMUNICATE THE SEVEN PRIORITIES OF GOVERNMENT AS ANNOUNCED BY PRESIDENT CYRIL RAMAPHOSA DURING THE 2019 STATE OF THE NATION ADDRESS:**

- ❖ Economic Transformation and job creation.
- ❖ Education skills and health.
- ❖ Consolidation the social wage through reliable and quality basic service.

- ❖ **Spatial integration, human settlement and local government.**
- ❖ Social cohesion and safe communities.
- ❖ A capable, ethical and development state and
- ❖ A better Africa and World.

## **6. COMMUNICATION CHALLENGES AND REMEDIAL ACTIONS**

- Communication in the domain, whether Human Settlement, Cooperative Governance and or Traditional Affairs is faced with a plethora of challenges. The main challenge of communication is to show-case a government that has workable plans and its ability to deliver quality services to the people.
- The current challenges in municipalities associated with service delivery, will make communication on progress and strides made thus far since the dawn of democracy and democratic local government extremely difficult.
- The ongoing disputes of traditional leadership continue to pose a challenge for the department and the provincial.
- Media discourse continues to direct South Africa towards questioning delivery of housing services record of the Department and Government in general, with the tendency to focus on the negatives such as poor workmanship, slow delivery of houses and titles deeds (negative reporting).
- **It is now the duty of communication to communicate success stories to communities and build confidence that there are plans in place for instance the DDM, District Development Plan (DDM) which intends to do away with fragmented approach and its ability to ensure sustainable service delivery.**
- **It is; therefore, direct media monitoring, timeous reporting and profiling of departmental programmes should be duty of communication.**

COMMUNICATION CHALLENGES	PROPOSED REMEDIAL ACTION
<ul style="list-style-type: none"> <li>• Lack of capacity and skilled communicators in Provincial and Local Government</li> </ul>	<ul style="list-style-type: none"> <li>• Engage Head of Departments, Office of the Premier, SALGA and GCIS for intervention.</li> <li>• Active Provincial and District Communicators Fora</li> </ul>

<ul style="list-style-type: none"> <li>No coherent Provincial Communication Strategy and Municipalities do not use coherent communication Strategy.</li> </ul>	
<ul style="list-style-type: none"> <li>Communication is not strategically placed in departments and does not form part of management meetings and in most municipalities communication is considered as an additional activity of municipal activity and not an integral part of council</li> </ul>	<ul style="list-style-type: none"> <li>Communicators to be placed in strategic offices as per GCIS Handbook and form part of strategic meetings.</li> </ul>
<ul style="list-style-type: none"> <li>Appointment of communicators who do not have necessary qualifications nor experience in the field of communication.</li> <li>Lack of resources to implement communication programmes (tools of trade, personnel, budget)</li> </ul>	<ul style="list-style-type: none"> <li>Office of the Premier's Intervention</li> <li>The matter to be presented to HoD, MM, CFO's forums</li> <li></li> </ul>
<ul style="list-style-type: none"> <li>Service delivery protests</li> </ul>	<ul style="list-style-type: none"> <li>Public Participation Programmes</li> <li>Imbizos</li> <li>Community Engagements</li> <li>Public Education programmes</li> </ul>
<ul style="list-style-type: none"> <li>To Change the public negative perceptions and build confidence in both Province and Local Government</li> </ul>	<ul style="list-style-type: none"> <li>Aggressive marketing of anti-corrupting hotline and whistle blowing mechanism.</li> <li>Respond to media queries timeously.</li> <li>Showcase/ market every good story of the department.</li> <li>Publicize, coordinate, and participate all departmental/ national, provincial, district and local events.</li> <li>Develop relations with the media fraternity and sustaining positive rapport with the media</li> </ul>

## **7. KEY MESSAGES/ STANDARD MESSAGES**

- Taken from the electoral mandate **“TOGETHER WE MOVE SOUTH AFRICA FORWARD”** is the rallying theme around which public and political communication is built between 2019 – 2024
- **“BUILDING A MODERN, GROWING AND SUCCESSFUL PROVINCE”** is vision of the province. The new approach that was pronounced by the sixth administration to address all challenges in the province.

### **Sub-themes**

- Back to basics.
- Building a caring local government.
- Know your ward, know your councilors.
- Vote for your future, be heard and seen.
- South Africa is safe, and elections will be held in a safe environment.

#### **7.1 This communication strategy is centered on government messages and Provincial vision**

#### **7.2 All messages need to be consistent.**

#### **7.3 Messages should be repeated.**

## **8. MESSENGERS/ CHAMPIONS/SPOKESPERSONS**

**8.1.** As articulated in the protocol, the MEC is the Chief Communicator of the Department and Head of Department will assist the MEC to articulate government/departmental position.

- ❖ MEC.
- ❖ Head of Department.
- ❖ Media Liaison Officer/ Spokesperson.
- ❖ Departmental Head of Communication (Department: Director /Deputy Director).
- ❖ Regional Head in Consultation with the Spokesperson or HoC.
- ❖ Senior Executive Managers
- ❖ Identified Stakeholders or Strategic partners' representatives

## **9. COMMUNICATION PLATFORMS AND CHANNELS**

A multi – media approach will be implemented to address the communication needs of the target audiences and other stakeholders. Below outlines the channels (internal and external), that have been identified to form the basis of the main interaction with the target audience and stakeholder of COGHSTA.

- **INTERNAL COMMUNICATION MATRIX**

- ❖ Newsletters/ pamphlets
- ❖ Information and learning sessions
- ❖ Intranets
- ❖ Emails
- ❖ Homepage (Departmental website)
- ❖ Whats App groups
- ❖ Tender boxes
- ❖ Notice boards
- ❖ Suggestion boxes

- **EXTERNAL COMMUNICATION**

- ❖ Press/Media Releases
- ❖ Social Media Platforms
- ❖ Electronic newsletter
- ❖ Website (homepage)
- ❖ Community Outreach programmes/izimbizo
- ❖ Door to Door visits
- ❖ Partnerships
- ❖ Speaking partnership
- ❖ Events/ Activities
- ❖ Exhibitions
- ❖ TV
- ❖ Radio
- ❖ Newspapers
- ❖ Government Platforms
- ❖ Media engagements
- ❖ Opinion research
- ❖ Stakeholder relations

## **10. TARGET AUDIENCE**

- **The following constitutes the key target audiences:**

- ❖ Communities in the Northern Cape
- ❖ Government Employees



- ❖ Strategic partners,
- ❖ civil society, and social partners
- ❖ business sectors,
- ❖ labour movements
- ❖ Municipalities
- ❖ SALGA
- ❖ Traditional Leaders
- ❖ Opinion Makers
- ❖ Media

## **11. STAKEHOLDERS ENGAGEMENT STRATEGY**

**11.1. For the Department to retain its positive image, we need to market and position the principal as follows: -**

**An MEC who listens to all stakeholders:**

- Who does not do compromise on quality and decent housing.
- Who does not tolerate corruption in whatever form or shape it may manifest itself (ZERO –TOLERANCE)
- Who has full confidence in local government and human settlement sectors to deliver quality houses and services.
- Who strives towards the achievement of clean audits in municipalities
- Who takes issues of traditional leadership seriously and take necessary steps to bring stability in those institutions.
- Who is against gender based violence, femicide and forms of injustices.

## **11.2 MEC's PUBLIC PARTICIPATION PROGRAMME**

- Public participation programme must be more strategic and include civil society as well social partners.
- The approach seeks to close the gap between government and citizen and allow two – way information flow.
- It also reinforces accountability to through continuous public participation events (Imbizo; face-to-face or door-to-door meetings) throughout the year, instead of limiting this interaction to just two weeks in a years or when needs arises.

**IT IS PROPOSED THAT THESE CONTINUOUS OUTREACH AND PARTICIPATION EVENTS BE GUIDED BY THE BEST – PRACTICES PRINCIPLES WHICH THE FOLLOWING: -**

- Feedback on issues raised throughout previous public engagements and consumer education, revisiting places affected by incidents of service – delivery protest to give feedback on plans to address challenges.
- This approach serves as an affirmation of an administration that is in touch with the people.
- The department must ensure that it communicates with communities; it is responsive to people's needs and in control.
- Government cannot afford to always be reactive rather than be proactive, we need to be proactive communicators, implement aggressive campaigns to claim the communication space.
- Collaborate with other government department, non – governmental organizations and businesses in ensuring that services are delivered to communities.
- Strengthen relations with the media locally, provincially, and nationally.

**COMMUNICATION TO PAY ATTENTION TO THE FOLLOWING/ STRATEGIC COMMUNICATION APPROACH AND FOCUS: -**

- Profile the Department's service delivery since 1994 through visible implementation (research-based communication)
- Create and maintain strategic stakeholder forums to communicate in a coherent and integrated manner.
- Articulate the new paradigm of COGHSTA.
- Intensify participatory democracy through unmediated communication.

**12. COMMUNICATION APPROACH**

- **As part of ensuring that government communication adds value to the work of government, the communication approach will speak to the key deliverables:**
  - ❖ Promote a government that speaks in one voice – common, consistent, and coherent across departments and all sphere on issues of human settlement, cooperative governance and traditional affairs.
  - ❖ Intensify communication of service delivery successes

## PHASED COMMUNICATION APPROACH

<b>PRIORITY PROJECTS</b>	<b>COMMUNICATION ACTION/MILESTONES</b>	<b>COMMUNICATION PRODUCTS AND CHANNELS</b>	<b>RESPONSIBILITY</b>
<b>1. Local Government/Human Settlement / Traditional Affairs programmes</b>	<b>Raise Awareness</b>	<b>Project Launch/Unveiling/ Sod-turning. Engage media on progress made. Develop action plans</b>	<b>MLO and Communication</b>
<b>2. MEC's outreach programmes</b>	<b>Raise MEC's Profile</b>	<ul style="list-style-type: none"> <li>❖ Community Meetings</li> <li>❖ Project visits</li> <li>❖ Media engagements</li> <li>❖ Activities</li> <li>❖ Comprehensive Implementation Plan</li> </ul>	<b>MLO, Communication Departmental Support</b>
<b>3. Corporate Identity awareness</b>	<b>Improved brand awareness of the Department</b>	<ul style="list-style-type: none"> <li>❖ Corporate Materials/products</li> <li>❖ Exhibitions</li> <li>❖ Key messages</li> <li>❖ Fact-sheets</li> <li>❖ Question &amp;Answers</li> <li>❖ brochures</li> </ul>	<b>Communication MLO, Departmental Support</b>
<b>Co-ordinate and support communication capacity at local government</b>	<b>Strengthen local communication</b>	<ul style="list-style-type: none"> <li>❖ Develop capacity building programme for municipalities etc</li> <li>❖ District Communicators Forums (DCF), Provincial</li> </ul>	<ul style="list-style-type: none"> <li>❖ Communicators Forums and MLO's Forums</li> <li>❖ Consumer Education</li> </ul>

### COMMUNICATION COSTS

KEY COMMUNICATION ACTIVITIES	ACTION	COST (ESTIMATE)
Promotional material	Posters, flyers, banners, gazebos, tablecloths, folding tables & chairs	R 500 000
Cooperate material	office signage, folders, business cards	R100 000
Advertising	Adverts (print & electronic)	R100 000
Community and Electronic Media	Use print and electronic platforms or channel for communication where necessary	R500 000
Electronics	Produce products – electronic boards, sound system, photographic equipment, voice recorders etc	R400 00
Outreach programmes	Community engagements Roadshows Meetings	R600 000

### 13. WAY- FORWARD

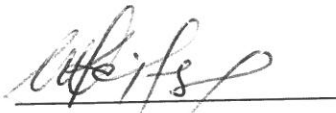
- The successful implementation of the communication strategy will depend on the following:
  - ❖ Adequate budget, resources, and capacity in the communication unit.
  - ❖ Communication must be a key performance area of every Executive Manager in the department as this allows for easy and constant flow of information.



- ❖ Communication Units in Municipalities including in the Department should be adequately staffed and properly funded to enable them to discharge their responsibilities effectively.
- ❖ The Department needs to pay focused attention on ICT and Communication Unit as powerful communication units and service delivery platforms. The revamping and appointment of webmaster and graphic designer should also be part of capacity necessary to strengthen the two units. The current weakness does not allow us to take advantage of this platform for maximum impact.

15. **ADOPTION**

Recommended/ ~~Not Recommended~~



**ACTING SENIOR MANAGER:  
GENERAL SUPPORT SERVICES  
MS: K. MOITSEMANG**

17 MAR 2022

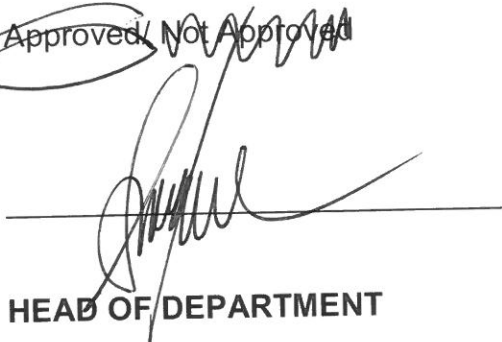
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~~Approved/ Not Approved~~



**HEAD OF DEPARTMENT  
MR. B.S. LENKOE**

17/MARCH/2022.

**DATE**