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Department:
Community Safety and Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA



COMMUNICATION STRATEGY



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DRAFT COMMUNICATIONS STRATEGY

Author	DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT
Implementation Date	2022/2023 FY
Frequency	Each program, activity, events, etc shall have a media and communication strategy and or plan
Description	This document defines the Department of Community Safety and Transport Management's position on Communications. It contains the basic strategy as well as roles and responsibilities of Communication.

ABBREVIATIONS

APP	-	Annual Performance Plan
MEC	-	Member of Executive Council
HOD	-	Head of Department
DLTC	-	Driver Learner Testing Centres
SOP	-	Standard Operating Procedure
PDP	-	Personal Developmental Plan

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1. OVERVIEW AND INTRODUCTION

The communication strategy of the Department of Community Safety and Transport Management reflects on new communication imperatives that have arisen in the current period and priorities.

Effective communication arrangements or lack thereof is the main contributor to the success or failure of developmental programmes in the world over. The executors of the developmental programme, made up mainly of employees of the Department responsible for services and their collaborating partners, rely entirely on effective communication to make meaningful and impacting contributions towards the success of the programme.

The involvement of other participants like respondents, decision-makers, policy implementers and researchers is also a critical determinant of success and it hinges a lot on communication. It is therefore both a strategic, tactical and operational imperative to interweave a strong communication thread across all levels and activities of the Department of Community Safety and Transport Management.

Therefore, the strategy is geared by giving undivided attention to the four pillars of communication viz. **information sharing, advocacy, education, and publicity** throughout the Department's value chain putting more emphasis on certain pillars than on others in the different stages of activities and projects. Herein, are briefly explained hereunder:

- 1.1. Advocacy:** It is the sum of all efforts that are aimed at winning people over so that they can become interested partners that support and are actively involved in the Developmental activities.
- 1.2. Education:** The main reason for educating the public about development is to empower them with sufficient understanding about the Department of Community Safety and Transport Management Activities of particular importance is to educate stakeholders, specifically the public in general about the type of programs and activities to be undertaken and the responsibilities it imposes on them. This will enable them to appreciate the value development adds in their lives and the benefits of participating in such programs.
- 1.3. Information sharing:** It is intended to keep stakeholders abreast of developments, Monitoring progress and being aware of challenges encountered in the process of carrying out Department's Activities which are mandatory. It helps stakeholders to make appropriate decisions aimed at enhancing the prospects for the success of the activities and dealing with any challenges that threaten its success.

- 1.4. Publicity:** Essentially to create excitement and maximize awareness around Department's activities; publicity is a critical component of communication. It communicates the most important details of the Organisations/Entities and pertinent logistical arrangements.

The above pillars therefore will form the basis of the strategy and would be carried through within the context of the following aspects i.e. communication objectives; communication environment; communications challenges; messages and themes; messengers; communication approach; targeted audience and implementation strategies.

2. COMMUNICATION OBJECTIVES

- 2.1.** To communicate tangible and comprehensible messages with expeditious response from technical committees.
- 2.2.** To ensure that the voice of the Department is heard and there is consistent communication on the work of the Department and other service delivery initiatives within the Province.
- 2.3.** To ensure communication helps to promote Department's efforts in building a caring society and creating opportunities in the Province
- 2.4.** To ensure communication promote efforts to highlight opportunities available for the communities living in the Province
- 2.5.** To promote the image of the Department in the Province
- 2.6.** To dispel myths, rumours or any misinformation about the department particularly in the media and broader public sphere.

3. COMMUNICATION ENVIRONMENT

The communications environment is in some areas clouded by the public views and perceptions of lack of service delivery and corruption in the Transport Industry and Government in general, and this brought about a spate of service delivery related protests and unrests, that from time to time badly affects the daily operations within the Province.

Mandate

The communication strategy has to serve the primary objective of communicating the Department's activities, and articulate its vision of creating a safer environment in the Province

4. KEY MESSAGES

Since communication is a process of trading messages, it is of critical importance that the Department sends the correct messages to the correct audience and tries to reduce chances for any distortion. The messages shall be informed by the purpose for which the communication is made. By and large, advocacy messages will be developed in such a way that they are able to prompt the stakeholders to take an ambassadorial role in the developmental activities.

Education messages should be such that once passed onto the stakeholders, the stakeholder's knowledge level improves.

The purpose of information sharing is to ensure that, whether directly involved or not, the various stakeholders have at their disposal all relevant information about progress made and challenges encountered in the programmes.

Publicity messages and activities are promotional in their nature. They create and maximise awareness about the mandatory work that the department is carrying out.

5. COMMUNICATIONS CHALLENGES

The strategy identified some key challenges that need intervention:

- 5.1.** Public demand for information is frequent;
- 5.2.** Availability of relevant resources to allow communicators to use social media in communicating Department services;
- 5.3.** Department's Stakeholders needs to speak with one voice and in a coherent and integrated manner;
- 5.4.** A need for an integrated approach to communicate Departmental priorities for all programs.

6. MESSAGE AND THEMES:

In this mandate period, Departmental Communication will be driven by coherent messages under an overarching five-year core message –

"Safe communities and effective transport service"

It evokes the determination of all Citizens in the Province to work together to achieve the common objective: ***"To promote community and road safety through community"***

mobilisation, positively influencing road user behaviour through safety awareness and traffic law enforcement; oversight of the police and to coordinate public transport service.”

Recognizes the challenges that confront our country and the tasks we have set for ourselves, demand that we mobilise all our people to act together as one.

7. MESSENGERS \ CHAMPIONS \ SPOKESPERSONS

- 7.1.** The Executive Authority (MEC's responsible for the Department of Community Safety and Transport Management in the North West Province, Head of Department, Chief Directors and Directors of different Directorates in the Department and both Departmental and MEC's spokesperson.
- 7.2.** The Head of Department may assign other person/s to speak in official capacity on issues or subjects they have expertise on.
- 7.3.** Under no circumstances shall any other official speak to the media or address the public without informing the Communication Services Directorate and without approval of the Head of Department.

8. COMMUNICATION APPROACH

Communication can be either proactive or reactive. For the Department, we pursue predominantly **proactive approach** due to the magnitude of the stakeholder's involved and sheer volumes of the communication messages to be conveyed.

Our objectives are to work towards providing **a safer, crime free environment and effective transport system** through cohesive intervention programs and partnerships within the realm of apex priorities, it is necessary that communication efforts impact everyone well in advance of the implementation phase of activities.

However, mechanisms for reactive communication will also be devised to enable the department to respond to requests for information by stakeholders.

9. COMMUNICATION TO PAY ATTENTION TO THE FOLLOWING:

Profile the department/entities to delivery services rendered/developments since the inception of democracy through visible implementation

- 9.1.** Create and maintain strategic stakeholder Department and Entities/Organisations to communicate in a coherent and integrated manner

- 9.2. Articulate the overarching message in all our communication activities
- 9.3. Articulate the new paradigm of shift by the 6th Government Administration within the North West Province

10. TARGET AUDIENCE

The following constitute the key target audience:

- 10.1. Transport Operators within the Province
- 10.2. Communities
- 10.3. Provincial Government Departments
- 10.4. Municipalities
- 10.5. Law enforcement agencies and external stakeholders etc.
- 10.6. Civil Society (Non-Government Organisations and other organised community structures)

11. COMMUNICATION PRIORITIES

11.1. IMPACT: What we aim to change

Proactive people-oriented government communication system

- An informed citizenry
- Improve public confidence
- Reduce service delivery protests

11.2. OUTCOMES: what we wish to achieve

- To close the communication gap between government and the public
- To promote a culture of patriotism among the public
- To promote Bathopele principles of transparency and access to government information

11.3. INPUTS: what we need to deliver (resources)

- Skilled Communication personnel
- Communication Budget
- Capacity programmes for communicators - PDP
- Support from political principal
- Tools of trade
- Approved Communication Strategy

12. INTERNAL COMMUNICATION

Internal communication remains a powerful tool through which stakeholders share information that keep their officials informed, motivated and focused.

12.1. Internal communication in the Department should be strengthened to ensure that stakeholder and officials are kept abreast of what Departments is doing to deliver services to the broader public, particularly those living within the corridor.

12.2. Constantly revamp and update departmental and all stakeholder's details, logo's letter heads, contacts and officials on the Department Website

12.3. The Communication Unit shall be responsible for disseminating information from the Offices of the MEC and HOD to members of staff.

12.4. Each component is responsible for communicating its own activities and services. The communication Unit will assist other directorates / programmes with communication-related matters.

13. SPEECH WRITING, CONTENT DEVELOPMENT AND RESEARCH

To provide sound communication support service by researching editing of content, writing speeches for the MEC, HoD and other Key Stakeholder representative members.

14. EVENTS MANAGEMENT

14.1. Develop and implement events calendar of the Department

14.2. Manage and Coordinate successful events

14.3. Develop an Organisational events/activity checklist (to be informed by the SOP's)

15. STAKEHOLDER MANAGEMENT

15.1. Coordinate and respond to the Department issues

15.2. Support consumer education campaigns led by key programmes of the Department

15.3. To develop and maintain good working relations with all stakeholders.

15.4. Support educational campaigns led by departmental programmes

15.5. Support inter-governmental programs, programs of State Owned Entities,

program of relevant stakeholders and Municipalities

15.6. Support national, inter-provincial and international programs hosted within and outside of the borders of the province or republic

16. MARKETING AND ADVERTISING

Clear and consistent corporate identity will assist the public to recognise, assess and access policies, programs and services of the Department.

16.1. Use all available marketing platforms and channels to market the Department activities reflecting on success since the beginning of the 6th Administration (Bill boards, banners and notice boards, social media accounts).

16.2. Brand all sites (Traffic stations, Registering Authorities, Driver Learners Testing Centres) in line with the policies and initiatives of the Department recommendations

16.3. Directional boards leading to the Department's offices inclusive of Traffic stations, Registering Authorities and DLTC's

16.4. Constant development of publicity material by key Departmental Programmes

16.5. Market and Advertise the Department programmes through channels such as Website, Print and electronic media.

17. MEDIA ENGAGEMENTS

The North West is predominantly rural and the level of literacy is not so much high. Despite that, the media continues to play a major role in information dissemination.

The Media Relations component within the Directorate Communication Services of the Department paved and continuously creates a way for a better understanding on the roles and objectives of the department through positive media coverage.

The component has successfully created a good working relations with the media and continuously create engagements with different media houses in the province and nationwide.

However, the relations of the department and the media have to be sustained and contained more particularly with the local media, which reaches the mostly targeted audience.

These local media houses are profit orientated as they have to create revenue for their sustainability in the industry itself.

17.1. Community Radio Stations

Currently the North West has about ten community radio stations that operates in all four districts of the province. Moretele community radio station, Radio Letlhabile, Radio Mafisa, Mafikeng fm, Valtar fm, Star fm, Aganang community Radio, NW University station, Modiri fm, Kopanong fm.

The introduction of community radio stations in this era gives an assurance of delivering information using this medium. However, the said community radio stations have been friendly and reporting positive about the department.

17.2. Mainstream Radio Stations

The improvement of relations with the SABC (Motsweding and Lesedi FM) and YOU FM commercial radio station also played a pivotal role in profiling the department and the MEC in particular. Despite having received few negative publicity that was not so damaging (mostly during unlawful protests marches and high rate of road fatalities during Festive and Easter seasons), the mainstream radio stations have been reporting positive about the department.

The station is still relatively small in human resources and continues to rely on media statements issued by the department most of the time. In that way we are able to profile the department positively as the station (YOUFM) sourced more information from the department. Arranging regular interviews is another trend that we continue to use on above mentioned radio stations.

17.3. Print Media

In the province there are close to 20 local newspapers. However among those newspapers only few are consistent in publishing. The relation with all these newspapers has been positive except for just few negative articles published. Ninety five percent of published articles continued to profile the department positively. The positive coverage can be attributed to the positive relations created.

17.4. Social media accounts (twitter, Instagram, and Facebook)

The social media has occupied the space and serving a huge role in dissemination of information to the communities. The platform is currently reaching all targets, however, the platform needs proper monitoring and management to avoid misuse. This shall be done through the approved Communication Policy, where it provides guidance and restrictions on who should communicate with all platforms of media on behalf of the department.

18. PROCUREMENT ITEMS

No	Item Descriptions
Marketing and Advertising	
1.	<ul style="list-style-type: none"> • Printing of annual reports, APP's, etc
2.	<ul style="list-style-type: none"> • Branding materials <ul style="list-style-type: none"> - Banners, Billboards, Official photos and frames, name tags, office building signage, branding of vehicles, directional boards,
3.	<ul style="list-style-type: none"> • Promotional materials <ul style="list-style-type: none"> - pamphlets/fliers, designed gadgets, booklets, folders, brochures, Press packs, posters, branded merchandise
4.	<ul style="list-style-type: none"> • Media Engagements <ul style="list-style-type: none"> - Outside Broadcasting - Simulcast broadcasting - Opinion pieces - Newspaper adverts - Television adverts - Social media adverts
Resources	
	<ul style="list-style-type: none"> • mobile podium • camera • speakers • tripod stand • external Mikes • office portable radios • external hard drives • Audio Recording

- | | |
|--|---|
| | <ul style="list-style-type: none"> • Design software • Video editing software |
|--|---|

19. COMMUNICATION PLAN

COSATMA - Exemplar/Specimen Programs for a Financial Year - I.E. Communications Plans for Departmental Events and Activities –

20. IMPLEMENTATION PLAN

Media Relations

Engage in different activities that will continue to strengthen the relations with the Province and media. In our engagement with the media, the following activities have been identified;

- 20.1.** Talk shows, panel discussions and interviews - offer an opportunity to promote public discussions on Department's service delivery issues within the Province.
- 20.2.** Magazine programmes and documentaries – are ideal for in-depth discussion of issues that cannot find their way into the main news bulletins.
- 20.3.** Feature articles, guest editorials, opinion pieces will be written on a regular basis to raise public awareness, influence public opinion and inform policy-makers.
- 20.4.** Breakfast meetings with media houses and members of the public will assist in deepening mutual understanding between the Department and the media/ public.
- 20.5.** Open Days – Members of the media and public will be invited to the Department to learn and ask questions about its services and activities.
- 20.6.** Letters to the editor - provide a forum for people to express opinions and debate issues. In a public debate, the Department could request opinion leaders and prominent citizens to write letters in support of its position.
- 20.7.** Newspaper inserts and adverts, because of the cost factor, should be used when a mere press statement or press conference will not do justice to the content of the information, with priority on key Departmental programmes.
- 20.8.** Press conferences – The Department needs to move towards greater use of one-on-one interviews rather than poorly attended press conferences. Press conferences must be reserved for breaking news or major announcements.

20.9. Commissioning TV or radio documentaries around the impact of the Department's activities.

20.10. Community media as primary channels to disseminate information to communities.

20.11. Government magazines/newsletters or any other existing transports publications, to carry features and real stories of how the activities and policies of Departments are benefiting the people.

20.12. Regular briefings to various media houses and editors on progress.

20.13. Use the public broadcaster (African language stations) and community radio stations effectively to create awareness of the Department's activities, including hosting of MEC, HoD, Chief Directors, Directors and both Department spokesperson and MEC's spokesperson.

20.14. MEC visits local media houses in pursuit of strengthening media relations.

20.15. Mainstream and the community media should be the primary mass communication channels for disseminating information to communities about the Department.

20.16. Media monitoring and timely response to media inquiries to be done regularly.

21. SOCIAL MEDIA

To create a platform on social media such as Facebook, twitter, Instagram, etc to expose and allows interaction with communities for immediate feedback on socio-economic and service delivery factor that affect the department.

22. APPROVAL

The Communications Strategy was approved following the initial draft and input from respective programs and sub-programs. The said inputs were duly enhanced and the final products is herein consolidated.

Drafter



Mr. T. Sematle
Director: Communication Services

05/10/2022

Date

Approved/Not Approved/Approved with Amendments:

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~~_____~~
~~_____~~



Mr. M. Morule
Acting Head of Department

15/11/22

Date