



**Buffalo City
Municipality**

BUFFALO CITY MUNICIPALITY

COMMUNICATIONS STRATEGY & ACTION PLAN

2003 - 2004

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BUFFALO CITY MUNICIPALITY

COMMUNICATIONS STRATEGY & ACTION PLAN

2003 - 2004

BACKGROUND

Buffalo City Municipality had been involved in various communication processes prior to and during the amalgamation and transformation period, however the need to streamline communications became more and more apparent to the new unitary Council. In addition, in order to avoid haphazard and mixed messages, the need to adopt a more cohesive strategic approach to the municipality's communications processes also became clearly visible, especially relating to the delivery of services. More importantly community participation became central to all local government processes, and in order ensure interactive participation to local governance, communications was therefore seen as a vital activity to engage community participation.

However for Buffalo City Municipality communication was also essential to:

- Establishing a more interactive local governance structure;
- Creating a more transparent internal and external organization;
- Adopting a more open door approach to local governance;
- Informing, educating and obtaining community buy-in from the very beginning;
- Evoking civic pride in stakeholders in Buffalo City; and
- Helping to promote and market the opportunities that exist within Buffalo City.
- Promoting the Corporate Identity and Corporate Image of the organization.

Buffalo City Municipality in June 2002 completed its first Integrated Development Plan. The various challenges posed by the IDP process however clearly identified communication as a key feature to getting across this and various other messages of the municipality as a whole. During the drafting of the IDP 2002, working groups formed thematic clusters in order to clearly address the key priority areas of the municipality. These thematic clusters were identified as follows:-

- Social
- Environment
- Local Economic Development
- Spatial Development and Infrastructure
- Finance & Institutional

There was also focus on the Cross Cutting issues, which would impact on all aspects of the clusters and this was referred to as:

- Local Agenda 21 (HIV/AIDS, Gender, Youth, Disable etc)

On the basis of work carried out in the five Thematic task teams, Buffalo City Municipality's IDP 2002 was also built on a number of analytical inputs besides the reports compiled by the task teams, and these included the following:

- A Quality of Life Study undertaken by the Institute of Social & Economic Research (ISER – Rhodes University).
- The Mayor's Listening Campaign, which took place in the months of September and October 2001 and was founded on a series of interactive public meetings attended by the Executive Mayor of Buffalo City in localities across the Municipal area.

Early in 2003 Council commissioned a Communications Framework/Audit to be undertaken by Creative PR. The framework would help unlock the strengths and weaknesses of the organization. It would also help Council identify existing communications channels, which were either functional, non-functional or under utilized.

The Communications unit was formally set up in August 2003 under the auspices of the Department of Strategic Support, in the Directorate of Corporate Services. The staffing of the division has become a key priority.

DEVELOPING OF A COMMUNICATIONS STRATEGY

A Communications Strategy Workshop was held at the Carnegie Hall in Gonubie on 2 & 3 October 2003. The workshop was facilitated by Government Communication Information System's (GCIS) national office, Amatole District Municipality, Eastern Cape Legislature, and by the Premier's Office. Also present at the workshop were administrative and political representatives from Buffalo City Municipality.

The strategy has been designed to assist, support and guide councilors and heads of departments who find themselves having to communicate government programmes filtering from National to Provincial and then finally to Local government as part of the execution of their duties.

The formulation of the strategy is guided by and has input from the IDP Review document which focused on the Thematic Clusters and the Framework undertaken by Creative PR.

However a further guide is that municipality's have been:

- Legislated by law to be involved in the communication process – Municipal Systems Act and the Promotion to Access of Information Act of 2000.
- Tasked to strengthen government's direct communication with the public through all levels, there was need to Speak With one Voice.

KEY OBJECTIVES

- To reinforce and increase accountability through the communication process.
- Obtain public buy-in through information sharing and educating processes.
- Provide accessible, cost effective service delivery and to communicate this message to our stakeholders.
- Establish communication platforms where the community needs are communicated to the Municipality and vice versa.
- Establish call service centers to disseminate information and assist the public with queries and complaints.
- Adopt an integrated approach, involving all stakeholders to bridge the communication gaps.
- Empower local communities by keeping them informed about local government issues and how they can participate in these processes.
- Communicate all municipal processes, priorities and outcomes to stakeholders.
- Create awareness of the role that Buffalo City Municipality plays amongst its stakeholders.
- Improve and encourage good media relations.
- Promote and encourage intergovernmental relations.
- Align communications strategy to national government requirements of Clusters, such as the IDP Thematic Clusters.
- Establish a comprehensive diary of events for the municipality.
- Promote interactive governance and direct communication programmes with communities within Buffalo City. Encourage all stakeholders to participate effectively in Buffalo City programmes, projects and activities.
- Raise awareness of the achievements of Buffalo City Municipality and the programmes and services delivered.
- Promote and market the investment potential of Buffalo City.
- Promote the corporate brand identity and image of Buffalo City Municipality.

ACCESSING THE ENVIRONMENT

The need to address the perceptions of the Communications Environment either internally or externally is vital to guiding the Buffalo City Municipality communications strategy and action plan. The communications environment was identified as follows:-

INTERNAL ENVIRONMENT

- There was a general perception that there was No staff loyalty.
- Problems of Employees not being aware of what functions the other departments within the municipality performed.
- Employees were not aware of the vital role they played within the municipality, when it came to ensuring quality service delivery. This leads to customer dissatisfaction.
- The perception that management style is a top down approach.
- Channels of communication are slow and haphazard in getting messages across. Employees do not use existing tools to pass on messages.
- Culture of certain staff members not accepting responsibility and thereby “passing the buck” needs to be addressed. This is evident when public are passed/referred from one person to another.
- Unnecessary work brought about by duplication of information distributed. It is not uncommon to receive up to four copies of a document.

COMMUNITY ENVIRONMENT

- Stakeholders do not feel that they are part of government – there is very little community participation, hence very community buy-in.
- Due to the slow nature of delivery the public lose faith in government.

- General misconceptions on the structure, role and functions of the municipality.
- Lack of confidence in councilors.
- General confusion as to what services are offered by the municipality.
- Poor timing and conveying of information on governmental programmes creates negative perceptions.
- Information seen not to be easily accessible by the public.
- Public looks at political environment very suspiciously.

MEDIA ENVIRONMENT

- The media (print) are seen as selective and biased in reporting issues concerning the municipality.
- Journalists do not understand some municipal issues and therefore report incorrectly.
- When there is interest from the media it is usually something related to sensationalism type issues. The media also tends to report what they think is important and fail to report on “feel good” issues.
- Media promotes rivalry /competition amongst municipalities – we do not speak with one voice on this platform.
- Limited community media channels.

ADDRESSING OUR COMMUNICATION CHALLENGES

- To capacitate and empower Councillors to take on roles as local communicators.
- To mobilize key stakeholders through partnership programmes to communicate service delivery programmes of the Buffalo City Municipality.
- Address the need for more Imbizo’s for stakeholders, and these be used as platforms to communicate municipal issues that affect communities, problems experienced by communities etc.
- Develop a working relationship with media - advance notice of upcoming programmes.
- Municipal System’s Act to be simplified and communicated to stakeholders.
- Align communication strategy with other levels of government.

- Cluster our strategic departmental communication’s forum and improve communication channels.
- To ensure accurate reporting of Buffalo City Municipality events and happenings.
- To channel all Buffalo City Municipal reports to the media through one person.
- To establish customer care centers within Buffalo City and improve service delivery by fast tracking complaints from consumers.
- Communications processes to be guided by the Municipal Systems Act 32 of 2000 and Promotion of Access to Information Act 2 of 2000.

COMMUNICATING MESSAGES & THEMES

Key Messages and Themes inform targets audiences as to what guides the vision of the municipality:-

- Make our Vision Statement of being “a people centred place of opportunity where the basic needs of all are met in a safe, healthy and sustainable environment” a reality.
- In line with National Government, The Message of Batho Pele, make a reality where people know they come first and it is not seen as just a message.
- President’s Budget Speech: Build a people’s contract, make the public have faith in us as government structures in all levels.
- Let’s make communication our business.

KEY MESSENGERS

The following key messengers were identified to communicate Buffalo City Municipality’s programmes, services and achievements:-

- Councilors
- Ward Committees
- Traditional Leaders
- Directors
- General Managers
- Heads of Departments
- Union Representatives

- Communications Manager
- Communications Task Team Representatives
- All staff
- Other government departments
- Business organisations
- CBO's
- NGO's
- Community Media – electronic & print
- Mainstream Media – electronic & print
- Youth groups
- Women groups
- Student groups
- Women groups
- Faith based organizations
- Service providers
- Industrial Theatre/Drama

TARGET AUDIENCE

The following target audiences were identified as recipients of messages. This was also identified as channels to evaluate Buffalo City Municipality's service delivery initiatives: -

- Indigent communities
- Youth
- Rural and urban communities
- NGO's
- CBO's
- Faith based organizations
- Business
- District & Other Municipalities
- Physically challenged persons
- Traditional leaders
- Staff
- Women
- Councillors
- Ward Committees
- Media (electronic and print – mainstream and community)
- Rate payers
- Investors

- Other spheres of government (National and Provincial)

KEY CHANNELS

The following channels were identified to communicate Buffalo City Municipality's programmes, services and achievements: -

INTERNALLY

- Internal newsletter
- Utilising the Telephone more creatively
- Media, print and electronic (mainstream and community)
- Intranet
- Salary Advice
- Information Brochures
- Staff Noticeboards
- Water & Light Accounts
- Staff meetings
- Billboards
- Communications Task Team

EXTERNALLY

- Public Notice Boards
- Public Meetings and Council Meetings
- Information / Open Days
- Imbizo's
- Community Events
- Mayoral Committee outreach programmes
- Ward Committee Meetings
- Faith based organizations
- Community newsletters
- Big Screen
- Website
- Banners
- Billboards
- Water & Light Accounts

- Face-to-face, direct communications with communities & community structures
- National and international events (eg National Women’s Day, Human Rights Day, youth day, Day of Disabled, 16 Days of Women and Child Abuse etc)

PHASES AND TYPES OF EVENTS/CAMPAIGNS

Some the key phases and types of events/campaigns were identified to assist the communications planning process:-

- IDP/ Performance Management
- Special Programmes / HIV/AIDS
- Clean city campaigns
- Mayor’s Listening Campaign
- Budget
- Anti-Vandalism Campaign
- Incentive Scheme Campaigns
- Food Parcel Campaign
- National Imbizo Focus Weeks
- Mayoral Outreach programmes
- National and international events
- Launching infrastructure projects – infrastructure development eg roads, water, sanitation, electricity – prioritise important projects, times etc
- Focus months
- Public meetings
- 16 days of activism (women & child abuse)
- Poverty alleviation programmes
- Sanitation awareness campaign
- Social Services – how to access pension and child grants
- Child Registration Programme
- ID Campaign
- Moral regeneration programmes
- Local Economic Development programmes
- Water Week
- Marine Day
- Change Management

KEY EVENTS & CAMPAIGNS

(Buffalo City Municipality has to operate within National & Provincial frameworks. Our target audiences is the same as our citizens, business community etc). **The Key events & campaigns featured are on a monthly basis with the various departments/organizations that lead the communication activities & processes)**

JANUARY

- Opening of Council (BCM leads the campaign with Communities being the receiver of information.)
- Education Month (led by Department of Education and Communities & the receiver of information)
- IDP, PMS & Budget

FEBRUARY

- Opening of Parliament (GCIS leads and communities are the receivers)
- Opening of Provincial Parliament (Office of The Premier leads and communities are the receivers)
- Brief Council on Draft IDP & Budgets (Mayoral Committee, Council Committee) -

MARCH

- National Budget Speech
- Provincial Budget Speech
- 21 March - Human Rights (lead by SAHRC with communities being the receiver of information)
- 24 – 27 March - Water Week (DWAf lead and communities are receivers)
- 22 – 26 March - 2004 SA Games 2004 (BCM Leads and communities are receivers)

- Community Consultation – IDP (BCM Leads and communities are receivers)

APRIL

- Budget Consultation (BCM leads with communities being receivers)
- 10 Years of Freedom (Sports/Arts/Culture leads communities being receivers)
- National Election (IEC leads with Communities being receivers)
- National IMBIZO Focus week (Office of the Premier leads and communities are the receiver of information)

MAY

- 1 May 2004 - Workers Day (Department of Labour leads with communities being the receivers of information)
- Finalisation of Budget (BCM Leads with communities being receivers.
- IDP Quarterly Review (BCM Leads with communities being the receivers.)
- Council Adopts IDP & Budget (BCM Leads with communities being the receivers)

JUNE

- Youth Month (Youth Commission leads with communities being the receivers)
- Children's Day (Office of the Premier leads with communities being the receivers)
- State of the City Address (BCM Leads with communities being the receivers)
- Budget Speech (BCM leads with communities being the receivers)
- Advise Community on IDP & Budget Details (BCM leads with communities being the receivers)
- 2 – 4 June 2004 - ILGM Conference (Lead by ILGM with communities being the receivers)

JULY

-

AUGUST

- Women's Month (OSW + CGE leads with community being receivers)

SEPTEMBER

- Tourism Month (DEAT Lead with communities being receivers of information)
- Marine Day (DEAT leads with communities being receivers of information)
- Arbor Day (DEAT leads with communities being receivers of information)
- Culture & Heritage Month (lead by Arts/ Sports/Culture with communities being the receivers information)
- Mentally Challenged (Department of Health with communities being receivers of information)

OCTOBER

- National Imbizo Week (Office of the Premier leads with communities being receivers information)
- Elderly Month (Office of the Premier Leads with communities being receivers of information)
- Breast Cancer Month (Department of Health leads with communities being receivers of information)

NOVEMBER

- 16 Days of Activism against women & children abuse (Department of Justice leads and communities are the receivers.)

DECEMBER

- HIV/AIDS (Department of Health leads with communities being the receivers)
- Disable (Office of the Premier leads with communities being the receivers)
- Nominations for Good Communicator Award (GCIS Leads with communities being the receivers)
- International Human Rights Day (HRC leads with communities being the receivers)
- Provincial Communicators Bosberaad (Office of the Premier leads with the communities being the receivers)

STRUCTURES & PROCESSES

The current draft communications strategy addresses Buffalo City Municipality's focus of being more of a developmental local government structure. Although marketing and publicity orientated communications processes will also be addressed, in the document, it will not be the main thrust of the communications strategy. It will take into account :-

- The needs of the people
- Government priorities or developmental goals
- The empowering of communities with information that will enable them to improve their undesired social and economic situations.

The following internal and external structures were identified:-

INTERNAL

- Communications Task Team
- Ward Committees
- Local Communicators Forum

EXTERNAL

Intergovernmental

- District Communicators Forum

Committees/Partners

- CBO's
- Council of Churches
- Border Kei Chamber of Commerce and Industry
- ITEC
- SANCA
- FAMSA
- IDZ
- IDC

Some structural considerations and recommendation were as follows:-

- That Communications Task Team be revitalized.
- It was recommended that the composition of the Local Communicators Forum be inclusive of:-
 - Ward Councillors
 - Officials of Buffalo City Municipality
 - Other Departments
 - Parastatals
- It was recommended that the Intergovernmental Structure to include all spheres of government within Buffalo City.

ACTION (Riana Pretorius (BCM), Darby Gounden (BCM), Puleng Kekana (GCIS), Mr Faku (ADM)).

- It was recommended that a database of all CBO's, NGO's and other partners within Buffalo City be formulated.

MEDIA PLAN

ELECTRONIC

- UMhlobo we Nene
- Radio CKI
- Imonti FM – Partnerships to try to revive community radio station
- Radio Metro

- Algoa FM
- Link FM
- None Established Radio Stations
- Big Screen in Mdantsane – optimal usage in line with deliverables of Buffalo City.
- Other Big Screens to be identified and utilised.

PRINT

- Need to translate newsletter into both Xhosa and English.
- Buffalo City Newsletter.
- Daily Dispatch
- ThisDay
- The Herald
- Weekend Post
- Sunday Times
- Other main stream newspapers
- None established community media.
- Other External Publications

MEDIA ACTION PLAN

- Hosting of Media Breakfasts.
- Quarterly Media Briefings.
- Holding of Press Conferences.
- Issuing of Media Releases.
- Off the Record Suggestions
- Site Visits
- Media Liaison during events.
- Annual Report Submissions.
- Radio Slots/ Talk Shows on Radio Stations.
- Keeping media representatives updated with a regular flow of information on municipal programmes, events and happenings.
- Increase response times to the media.

The Strategy Document & Action Plan

According to GCIS a well written communication strategy document is critical to a good campaign. The document will be a guide for all future action – the standard against which the success or failure of communication is measured, the most critical means for keeping the campaign on track.

Putting into practice the ideas resulting from strategizing requires an action plan that spells out in detail what is to be done for each event in the programme; who is to do it; what its specific targets and objectives are; budgets, and so on. This will also serve as an instrument of strategic management and co-ordination to make sure the objectives are met.

A critical part of the action plan is to identify other supporting plans needed eg.

- A media liaison strategy consisting of a detailed plan of interviews, press briefings, media/journalists to be targeted, opinion pieces, and most importantly a statement of key messages and FAQs, for communicators and writers to use.
- Especially for campaigns whose objectives are to educate and inform, and which have a medium to long-term duration, there is a need for a positioning strategy with a clear statement of the type of brand identity to be developed, something related to objective, challenges and message.
- A distribution strategy citing a detailed plan on how the various products/services will be disseminated to the identified target audiences.

CONSULTATIVE PROCESS TIME FRAMES:

No.	ACTION	BY WHOM	DATE	FEEDBACK
1.	Submit draft Communications Strategy to Internal Stakeholders (Mayoral Committee, City Manager, Directors, General Managers, Managers & Ward Councillors who attended the workshop for comment.	Darby Gounden	11 November 2003	11 December 2003
2.	Submit draft Communications Strategy to GCIS National Office for comment.	Darby Gounden	March 2004	March 2004
3.	Fax draft Communications Strategy to ADM for comment.	Darby Gounden	March 2004	March 2004
4.	Submit draft Communications Strategy to City Manager's Meetings for comment	Ms A Magwentshu-Director Corporate Services/ Darby Gounden	1 March 2004	8 March 2004
5.	Submit draft Communications Strategy to Corporate Standing Committee.		April 2004	
6.	Revise Strategy		April 2004	
7.	Submit Strategy to Mayoral Committee for adoption.		April 2004	

Action Plan

COMMUNICATIONS ACTION PLAN (Arranged According To Clusters)

NO	Activity	Time Frame	Person/Department Responsible	Partnerships	BUDGET & Comments
SOCIAL					
1.	<p>Campaigns and outreach programmes with internal staff and communities via newsletters, radio, newspaper etc on the following issues:</p> <p>Vuna Awards Celebrations (4 – 6 March 2004) Stop TB Week (23- 25 March 2004) Freedom Day (27 April 2004) International Museums Day (May 18 – 2004) Youth Day (16 June 2004) Poverty Relief (June 2004) Women’s Day (09 August 2004) International Day of the Aged (1 October 2004) Domestic Violence (October 2004) Moral Regeneration/Culture and Heritage (24 September 2004) HIV/AIDS education (Ongoing) World Aids Day (1 December 2004)</p>	As part of monthly outreach programmes as indicated	Communications Special Programmes Mayoral Committee	Government departments, GCIS, parastatals, NGO’s Community media, mainstream media	Special Programmes to budget accordingly

COMMUNICATIONS ACTION PLAN (Arranged According To Clusters)

NO	Activity	Time Frame	Person/Department Responsible	Partnerships	BUDGET & Comments
ENVIRONMENT					
1.	<p>Conservation awareness campaigns via outreach programmes with communities and schools and to utilise community and mainstream radio stations, media and other forms of communication tools - to inform communities about environmental and health issues such as:-</p> <p>Sewerage & sanitation awareness, Indiscriminate and illegal dumping issues, Vandalism of municipal property, Clean up campaigns, Communication of Environment Policy & Waste management etc Outreach programmes through the following events:- Water Week – March 2004 World Environment Day (5 June 2004)</p>	Ongoing and as indicated for the events programme	Communications Directorate of Social Services	Government Departments, NGO's, DWAF, GCIS and other organisations	Directorate dealing with relevant issues to budget accordingly

<p>Marine Day (8 June 2004) March 2004 Health Day on Benefits of Family Planning HIV/AIDS/TB Awareness Day World TB Day April 2004 Smoking & Cancer Awareness May 2004 Action for Womens Health May 2004 Health Day (Berlin Clinic) June 2004 Child Protection Month June 2004 Anti-drug abuse Campaign June 2004 Drug Awareness July 2004 Psychiatry Mental Health Awareness 2 July 2004 Health Day(Alphendale Clinic) August 2004- Immunization Awareness August 2004 Breastfeeding 9 August 2004 National Women's Day 16 June 2004 Youth Day September 2004 Foetal Alcohol Syndrome October 2004 Womens Health Awareness 8 October 2004 HIV Awareness</p>				
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	November 2004 HIV/AIDS Awareness Day November 2004 Diabetic Awareness December 2004 World AIDS Day				

COMMUNICATIONS ACTION PLAN (Arranged According To Clusters)

NO	Activity	Time Frame	Person/Department Responsible	Partnerships	BUDGET & Comments
ECONOMIC					
1.	LED and Tourism awareness campaign to maximize and mobilize community participation in local economic development initiatives. Supporting Tourism Buffalo City Initiatives such as the Marketing forum, Tourism Master Plan, Exhibitions and shows. Promoting the following : Tourism Month (September 2004) World Tourism Day (27 September 2004) World Day for Cultural Development (May 2004) Culture and Heritage Day (September 2004) Freedom Day Celebrations – (April 27)	Ongoing	Communications LED	Tourism BC IDZ Eastern Cape Tourism Board IDC	LED to budget accordingly
2.	Improve web links with other organisations				
2.1	Create Web link to Tourism BC website to our website.	March 2004	Communications Tourism BC	Service Provider Big Media	
2.2	Create Web links to IDZ, Eastern	April 2004	Communications and	Service Provider	

COMMUNICATIONS ACTION PLAN (Arranged According To Clusters)

NO	Activity	Time Frame	Person/Department Responsible	Partnerships	BUDGET & Comments
SPATIAL DEVELOPMENT & INFRASTRUCTURE					
1.	Launch of Housing projects requires media coverage, radio& print				
1.1.	Berlin/Lingelitsha	January 2004	Communications Manager Housing	Project completed	R3000
1.2.	To communicate the Spatial Development Framework Plan (SDF)	February 2004	Communications Hans Schluter / City Planning		R30 000 <ul style="list-style-type: none"> • Brochure production by department • Exhibition eg. Libraries /museum etc
1.3.	Mdantsane Bufferstrip: 302 Units	February 2004	Communications Devan Govender / Manager Housing ext 2461	Project will be completed	R3000 – Press coverage
1.4.	Amalinda Cooperative Housing: 200 units	February 2004	Communications Devan Govender / Manager Housing	Project will be 70 % complete	R3000
1.5.	Start of 2 nd Phase of the SIDA co-operation agreement in the Transportation field	March 2004	Communicaitons M Kridiotis / Transport Planning Operations – 705 2298		Nil – Press Coverage

1.6.	Potsdam Unit P: 2500 Units	March 2004	Communications Devan Govender / Manager Housing ext 2461	Will commence with infrastructure provision	R 3000- Press coverage
	Ilitha South: 400 Units –project completion – King William’s Town	April 2004	Communications Devan Govender / Manager Housing	Project will be completed	R3000
1.7.	Airport Phase 2:195 units	April 2004	Communications Devan Govender / Manager Housing ext 2461	Project will be completed	R3000
1.8.	Reeston: Phase 1 & 2: 1000 units of the 4264 projects commenced with development	April 2004	Communications Devan Govender / Manager Housing ext 2461	Project will be completed	R3000
1.9.	Tyutyu Phase 1:300 units	December 2004	Communications Devan Govender / Manager Housing ext 2461	Project will be completed	R3000 Press Coverage
1.10	Airport Phase 2: 595 units	December 2004	Communications Devan Govender / Manager Housing ext 2461	Project will be completed	R3000 Press Coverage
1.11	Nompumelelo : 1229 units	December 2004	Communications Devan Govender / Manager Housing ext 2461	Project will be 70 % completed	R3000 Press Coverage
2.	To promote Transport Planning Operations programmes.				

2.1	Five more buses refurbished	May 2004	Communications M Kridiotis/ Transport Planning Operations		Press Coverage
2.2	Promote the Cycle to work concept.	Date to be established	M Kridiotis/ Transport Planning Operations	All employees	Press Coverage
3.	Project launches (BCM's departments to advise programme) communicate BCM's achievements as well as other spheres of government, communicate number of jobs created through projects and how projects will benefit communities.	Ongoing	Communications , Development Planning, Engineering		
4.	Promoting and communicating MURP via media, website, newsletters etc Assisting with identifying communications tools.	Ongoing	Communications / Development Planning		

COMMUNICATIONS ACTION PLAN (Arranged According To Clusters)

NO	Activity	Time Frame	Person/Department Responsible	Partnerships	BUDGET & Comments
FINANCE & INSTITUTIONAL					
1.	Strengthen and align Communications Structures				
1.1.	Re-establish Communications Task Team to oversee and/or assist with implementation of communication projects.	November 2003	Communications Manager	All Office Managers and other key personnel	To hold meetings at least every two months
1.2.	Empower councillors in their role as communicators by training them and utilising their ability to mobilize the community.	January 2003 – June 2004	Communications Manager / Acting Manager Ward Committees and Public Participation		Work jointly with Acting Manager Ward Committees and Public Participation to host a communications workshop for Councillors.
1.3.	Develop and integrated annual diary of events for municipality which will be promoted via the website, newsletters etc	November 2003	Communications Manager	Directors, General Managers, Line Managers, Mayoral Committee, Provincial Government	
2.	Communicate BCM's Integrated Development Plan via community radio, SABC (Umhlobo We Nene),	Ongoing	Communications Manager, Mayoral Committee, General	All media	

	Daily Dispatch, community print media, imbizos, internal staff newsletter, meetings, website, intranet etc		Manager IDP/Performance Management/Budget HOD's		
3.	Promote understanding of BCM's policies and create awareness of the democratic processes of local government b means of radio campaigns, imbizos and project launches /outreach programmes and internally, via newsletter, email, intranet .	Ongoing	Communications Manager, Executive Mayor, Councillors, City Manager Directors General Managers	Media, GCIS	
4.	Roll out developmental communications (external) programme through the following channels:				
4.1.	Radio Campaign on radio: Link FM/ CKIFM & UMHLOBO WENENE	Ongoing	Executive Mayor and Mayoral Committee, City Manager, Directors		
4.2.	Print media eg Indabazethu, The Bugle	Ongoing	Communications Manager		
4.3.	Focus week, Outreach programmes, project launches, community awareness campaigns	Ongoing	All sectors	All spheres of government, GCIS	
4.4.	Utilising drama/Theatre groups to communicate messages to communities	Ad-hoc	Outsourced	Community Participation	
4.5.	Community Newsletter every 3	March/April 2004	Communications		

	months (investigate business advertising)		Manager, Directors, General Managers, Line Managers		
4.6.	Production of posters, leaflets eg relating to local government and the functions and activities of the various directorates.	Ongoing	Outsourced/ Communications Manager	Special Programmes (HIV/AIDS) Finance (Pay Up & Win)	
4.7.	Driving and promoting municipal awareness campaigns	Ongoing			
4.7.1	Anti- Vandalism Campaign (Corporate Services)	November 2003 – December 2004	Communications Manager	Sewerage Department ESKOM TELKOM PORT NET SCHOOLS	R170 000 <ul style="list-style-type: none"> • Internal & External Competition • Schools programme • Visual aids • Press coverage
4.7.2	SA Games 2004 (Mayors Office)	March 2004	Communications Manager	Tourism Buffalo City Sports Commission	<ul style="list-style-type: none"> • Press & Media coverage locally.
4.7.3.	Pay Up & Win Campaign (Finance)	August 2003 – June 2004 (First Phase) Phase 2 (July 2004 to July 2005)	Outsourced Victoria Ntshodo – Customer Care Darby Gounden – Communications Manager		<ul style="list-style-type: none"> • Press coverage – Daily Dispatch, Indabezuthu • Advert -

					<ul style="list-style-type: none"> • Radio Algoa • Advert - CKI FM • Posters (English & Xhosa) • T-shirts – 500 • Buttons – 500 • DL Flyers – 15000 • Obtaining buy in into campaign by Internal Staff via training. • Evaluation
5.	Institutional Communications Programme				
5.1.	Production of Annual Report	February 2004	Communications Manager		
5.2.	Media Briefings	Ongoing	Communications Manager, Directors, Mayoral Committee		
5.3.	Website & Intranet (regular news flashes)	Ongoing updating of information	Outsourced Communications Manager	Service provider IT Directors General Managers Councilors	Outsourcing to be done until May 2005, skills transfer to internal staff to be undertaken

5.4.	Corporate Advertorial	Ongoing	Communications Manager	All Directorates	
5.5.	Producing Corporate Products and gifts	Ongoing	Communications Manager		
5.6.	Establishing a BCM Photographic Library	April 2004	Communications Manager	All Directors	To establish a photographic library in order to utilise pictures for publications, for the website etc
5.7.	Production of Inhouse print material such as greeting cards, folders, complimentary slips etc	As required	Communications Manager		
6.	Formulate and Develop a Customer Care Strategy (Corporate Services)	April 2004	Communications Manager	All Directorates	Funding from Restructuring Grant
7.	Customer Satisfaction Index & Service Delivery Charter formulation	April 2004	Communications Manager	All directorates	Restructuring Grant
8.	Establishment of Customer Care Centres	November 2003-December 2004	Communications Manager	All directorates	Restructuring Grant
9.	Formulate and develop a branding strategy for the municipality "I am the brand" programme	June 2004 and ongoing	Communications Manager	All directorates	Restructuring Grant
10.	Implementing of a Media Programme	May 2004 and ongoing	Communications Manager	All directorates	Restructuring Grant
11.	Initiate an Events Management Programme	August 2004 and ongoing	Communications Manager	All directorates	Restructuring Grant
12.	Managing HIV & AIDS Pandemic in the workplace – Proactive Education and Awareness Strategy		HR & Strategic Support Communications	All employees	

			Manager to assist with awareness & education		
13.	Communication of HIV & AIDS Corporate Strategy and to assist with the production of marketing and communications tools to promote the strategy.	August 2004 & ongoing	Mr W Goba – Manager Special Programmes & Communications – communication of strategy	All employees	
14.	Communicate the Disability strategy	May 2004	Special Programmes & Communications	All employees	
15.	Assist the Special Programmes unit to communicate and promote the Days of Importance	Ongoing	Special Programmes & Communications	All employees	
16.	Promote the Launch of the Women’s Forum	March 2004	Special Programmes & Communications	All women employees	
17.	Communicate the Credit Control Policy via the media, website etc		Finance & Communications		
18.	Vision, Mission & Objectives of BCM to be communicated to employees via staff newsletter, intranet, noticeboards etc	February 2004 and Ongoing	Communications Manager		

