



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
SPORT, ARTS & CULTURE

COMMUNICATION STRATEGY 2021-2024

**DEPARTMENT OF SPORT, ARTS
AND CULTURE**

“Let’s Grow South Africa Together”

1. INTRODUCTION

- 1.1. This Departmental communication strategy seeks to set the stage for intensified and coordinated communication in the coming five years of the new government's political term which began just after the National elections held on 08 May 2019.
- 1.2. The Departmental Strategy is aligned to Government's Medium-term Strategic Framework, including the seven priorities and outcomes. The strategy supports the Government Communications Strategy and Communication Policy Guidelines. It guides the department at all levels Province and Districts.
- 1.3. This strategy will be used for the coming Medium Term Strategic Framework and electoral period that will be ending in the coming five years (2019 – 2024). The Department of Sport, Arts and Culture has a firm mandate from its people to implement a programme of action that delivers a better life to its citizens. The Communication Strategy may be reviewed to determine if it is still relevant or if there are other significant factors to take into account. Every year, an annual communication plan will be developed. The Communication Strategy provides a framework that guides all communication in the province for the term 2019-2024. Departmental Communicators are expected to implement the Limpopo Provincial Communication Strategy.
- 1.4. The strategy includes a departmental calendar of activities as per themes and special activities. These include national days, commemorative events and special days. All communication strategies of departments / organisations and campaigns must be aligned to the Departmental Communication Strategy. The strategy guides communicators on the approach to media and outreach programmes or public consultation in the province.
- 1.5. The strategy enables government to fulfill its constitutional mandate as stipulated in the Bill of Rights (Section 32(1) and (2) and also as outlined by the Communication Task Team of 1998 (ComTask).

2. MANDATE

- 2.1.1. The Constitution of the Republic of South Africa, 1996
- 2.1.2. Provincial 25 Year Review of the Provincial Government, 2019.
- 2.1.3. The State of the Nation address (SONA), 2019
- 2.1.4. The State of the Province Address (SOPA), 2019
- 2.1.5. MTSF 2019-2024 Government Priorities
- 2.1.6. The Government Communication Strategy 2019 – 2024
- 2.1.7. Government Communicators' Handbook
- 2.1.8. Communication Policy Guidelines

- 2.1.9. National Development Plan 2030
- 2.1.10. Government Communication Policy
- 2.1.11. Limpopo Development Plan

3. BACKGROUND AND CONTEXT

- 3.1. Elections on 08 May 2019 marked the end of the fifth term of office of government. It also marked the beginning of the 25th year of democracy since 1994. During this period of 20 years, government has been hard at work to ensure a better life for all its citizens. The democratic government of South Africa has completed a quarter of a century in 2019.
- 3.2. While there have been many achievements of our country, there is recognition that we are indeed better off than we were prior to 1994. Some of our people still remain affected by poverty and are frustrated by the slow pace of service delivery in their communities.
- 3.3. The Department of Sport, Arts and Culture is committed to addressing the challenges of social cohesion, inequality and unemployment as outlined in the 2019 State of our Nation Address. Socio-economic development and employment creation in rural and marginalised areas is a major priority for government.
- 3.4. The political situation towards the end of 2018, the beginning of 2019 also influenced media to focus more on politics and very little on government delivery programmes. The media's attention must be focused on priorities, achievements and successes of the Limpopo Provincial Government, working with its citizens to achieve a better life and supporting the national programme. The period 2018 to 2019 was also dominated by political and service delivery protests. This may be attributed to less effective communication between citizens and local government. Hence, creating and sustaining regular two-way communication channels and feedback between government and citizens is critical.

4. CONTEXT

- 4.1. In the context of government's solid electoral mandate, it is critical to build on and sustain the prevailing goodwill and hope for Limpopo athletes and artists in the medium-to long-term period.
- 4.2. The global economic crisis and its likely impact on the development plans of the country in the period ahead, demand that messages are focused, coherent, reassuring, real and resonate with the people's needs and expectations. Sustained, active and visible communication on the policies of government, informed by the renewed electoral mandate must be aggressively implemented, recognizing the tangible results of government's work over the past 25 years.

- 4.3. A multi-sectoral response is required to address the challenges of social cohesion, poverty, inequality and unemployment in our communities. We therefore need the efforts of the private sector and civil society, working with government to improve the lives of people in the province.
- 4.4. Only by **Working Together** can we Grow this province! We must call on all citizens to **take charge of their own development and become active agents for change**. They must partner with the department, participate in development and service delivery programmes, identify and seek opportunities, become entrepreneurs, report crime, support each other, pay rates and taxes, etc.
- 4.5. The public must be encouraged to strengthen and develop community structures and participate in local Integrated Development Planning and public participation opportunities which can assist in promoting their development.
- 4.6. Contestation on the communication and coverage of government's work is expected to ensue, hence the need for coherent articulation of a clear and consistent message of an overarching vision uniting society in a national effort to work together and faster to improve the lives of all. Communicators must promote consistent messages across the province as directed by the Office of the Premier. In the short to medium-term, government communication must be driven with renewed energy and vigour, building on the partnership with citizens.
- 4.7. **The Department of Sport, Arts and Culture will support the provincial priorities through the following programmes:**
- 4.7.1. Continue prioritization of the departmental mandate of social cohesion and nation building
 - 4.7.2. Implementation of the Social Cohesion strategy
 - 4.7.3. Improving the capacity and efficiency of the artists and athletes
 - 4.7.4. Implementation of Human Resource Development and management
 - 4.7.5. Service delivery improvement programme
 - 4.7.6. Disaster management
 - 4.7.7. Information and records management
 - 4.7.8. Revitalization of rural Social Cohesion Programmes
- 4.8. The programmes provides a good framework for communicating the details of department's implementation, but could also be used by observers as a beating stick with which to mark the cluster's failure against the set targets. Regular communication on progress must therefore be driven by responsible departments and through the cluster. Departments will actively participate in cluster communication for message coherence and greater impact. Communicators play a supportive role in communicating policy and communicate what has been signed off by Cabinet and the Political Principals.

4.8.1. Key considerations

ELEMENT	CONSIDERATION
Communication protocol	<p>The MEC is the principal communicator of the department.</p> <p>The Provincial Cabinet pronounces on key policies and decisions in the province. MECs are key communicators of issues discussed in the Provincial Cabinet, including policies.</p> <p>Whenever the MEC is scheduled to make major pronouncements, Communications should help to create a conducive climate for the MEC's message. All advertisements must enhance departmental messages.</p>
Government's outcomes based approach	<p>The outcomes based performance approach of emphasises an integrated service delivery model delivering impactful programmes.</p> <p>The institutionalisation of the Department of Performance Monitoring and Evaluation amplifies visible delivery and challenges.</p> <p>The approach promotes opportunities for partnership but also accountability to citizens. Reporting mechanisms, interaction with citizens and communication based on service delivery agreements are therefore critical considerations.</p>
National Development Plan	<p>It is important to take into account the National Development Plan of the country as articulated by South Africans from their participation in both 20 and 25 Years Reviews – in terms of social, economic and political development.</p>

5. OBJECTIVES

5.1. The Department Communication Strategy sets nine objectives for 2019 – 2024:

- 5.1.1. Improve communication platforms portfolio
- 5.1.2. Setting the agenda – implement a proactive media management system
- 5.1.3. Support prioritised departmental campaigns
- 5.1.4. Improve communication technology
- 5.1.5. Encourage public participation
- 5.1.6. Strengthen inter and inter-departmental communication
- 5.1.7. Enforce the corporate identity for government.

The department of Sport, Arts and Culture will implement the objectives as follows:

NATIONAL OBJECTIVES	PROVINCIAL OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • Support campaigns on the seven national priorities 	<p>Sustaining public confidence in government's ability to deliver its promise through popularization of the Government's five priorities and outcomes appreciating the successes of democracy, achievements and acknowledging the challenge ahead.</p> <p>Make real the vision of a government that cares and is in touch with people through visible, professional, consistent and sustained community interaction.</p>	<p>An informed citizenry that is able to interact with government and contribute to national dialogue in support its mandate.</p>
<ul style="list-style-type: none"> • Setting the agenda – implement a proactive media management system • Manage the communication implications of cross-cutting Questions from the Legislative 	<p>Market the Department to both local, nationally and international stakeholders. To create and maintain positive public perception.</p>	<p>Improved communication between the Government and its stakeholders; and to enhance the coordination of communication activities between the National, Provincial, Local government and the parastatals.</p>
<ul style="list-style-type: none"> • Support campaigns on the seven national priorities • Strengthen local communication 	<p>To establish and maintain interaction between the department and the communities through <i>inter alia</i> outreach programmes. To ensure that citizens, stakeholders and public servants become active participants and partners in service delivery by the province.</p>	<p>An empowered and energized citizenry that participates actively in government's programmes; Informed public servants who support government's communication efforts.</p>
<ul style="list-style-type: none"> • Improve communication platforms portfolio • Improve communication technology 	<p>To promote integrated communication and planning between and within all spheres of Government and strengthen</p>	<p>Improved planning and coordination of communication efforts.</p>

NATIONAL OBJECTIVES	PROVINCIAL OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • Professionalisation, national training and capacity building of government communicators • Enforce the corporate identity for government 	the network of communicators from National to Ward Committee level.	

6. ENVIRONMENT ANALYSIS

6.1. Overview

- 6.1.1. The Sixth democratic election in a new electoral mandate defined the strategic objectives and targets of government for the period 2019 – 2024.
- 6.1.2. This mandate should be driven by an articulation of the need to create a province united in diversity, working together to weave the threads that will result in the building of a country and people free of poverty and hunger.
- 6.1.3. The provincial communication strategy has to serve the primary objective of communicating the province's programmes against the background of the economic crisis and the impact it may have on rural provinces.
- 6.1.4. The environment demands that the province details its programme to fulfill the electoral mandate of:
- speeding up economic growth and transforming the economy to create decent work and sustainable livelihoods,
 - a massive programme to build economic and social infrastructure; a comprehensive rural development strategy linked to land and agrarian reform and food security,
- 6.1.5. Intensifying the fight against crime and corruption,
- 6.1.6. Pursuing African Advancement and enhance international relations,
- 6.1.7. Building a developmental state including improvement of public service and strengthen democratic institutions.

6.2 Electoral mandate and political environment

- 6.2.1. Limpopo is a province that is characterized by the presence of a number of political parties and other organs of civil society.
- 6.2.2. Although the ruling party (ANC) won in majority during the 1994, 2004, 2006 local government elections, 2009, 2014, 2016 local government elections and 2019 National elections with opposition parties sharing the remaining percentages, communication in Limpopo remains the contested terrain amongst parties. The Limpopo Provincial Government has to communicate with citizens in this dynamic and politicized environment.
- 6.2.3. Limpopo is led currently by the ANC with EFF as its official opposition
- 6.2.4. This factor has tremendous impact on how communication activities are coordinated and run in the Province.

6.2.5. It is also imperative to monitor how, not only citizens, but all stakeholders, including the private sector, civil society, the Provincial Legislature and political parties perceive Government activities, which is a factor in shaping the communication approach. The purpose is to broaden support and ownership of the priorities and programmes of the Limpopo Province

6.3 Socio-economic environment

6.3.1. Limpopo's population is estimated at 5, 8 Million with majority being women (Stats SA, 2016).

6.3.2. The youth population accounts for a significant 33%

6.3.3. Government remains the biggest employer in the province

6.3.4. The province recorded 24,1% unemployment rate in the third quarter of 2019, against the national rate of 38,1%.

6.3.5. The potential of the economy to grow and develop is dependent of the Mining, Agriculture and Tourism.

6.3.6. A large proportion of the population lives in rural areas.

6.4. Social Demographics

6.4.1. The population of Limpopo that stands at about 5,8 million, is characterized largely by rural settlements.

6.4.2. Poverty and lack of employment form part of daily problems besetting the rural areas.

6.4.3. Backwardness elements such as Gender Based Violence, raping and killing of children are rife in some parts of the province.

6.4.4. Kings/chiefs are still an important sector in the community and involving them to Department communication programmes is highly emphasized. So are other stakeholders such as the faith groups, business and civic associations. Special attention should be taken when dealing with the chiefs following their own differences that even called for national independent commission.

6.4.5. Women remain a huge component of the provincial population in terms of numbers.

6.4.6. The youth form an integral part of the community and take active role in communication activities. Advised wisely on how to deal with political (party) and Government activities, youth will play complementary role in Government communications in general.

6.4.7. The elderly exists in numbers and are a very important constituency in the rural communities.

6.4.8. The province consists of 5 districts, which are also divided into 22 local municipalities.

6.4.9. According to Limpopo Language Policy Framework (2010), the following are regarded as preferable languages in the province: Afrikaans, English, isiNdebele, Sepedi, Tshivenda and Xitsonga. However, all South African official languages plus the South African Sign languages receive proper respect.

6.4.10. This implies that all documents in English or Afrikaans should be translated into languages of the clients in line with the constitution of the country, Provincial Language Policy Framework (2010) and Pans ALB Act. This includes printing in Braille and use of South African sign language.

6.4.11. The Department of Sport, Arts and Culture must take into account the needs of vulnerable groups, including youth and children, women and persons with disability through sport programmes and illiteracy is still a challenge in the problem

7. COMMUNICATION AND MEDIA ENVIRONMENT ANALYSIS

- 7.1. The media coverage in the current period is focusing on capacity of government delivery on its electoral mandate
- 7.2. This is juxtaposed with the deployment and re-deployment of public civil servants versus retention of institutional memory
- 7.3. The plans of government derived from new electoral mandate are over shadowed by media focus on service delivery protests.
- 7.4. With the local government elections coming in 2021, it is anticipated that government's performance in implementing its mandate, in particular those aspects that impact on people's lives directly, will come under intense scrutiny.
- 7.5. The provincial government continues to enjoy coverage from the electronic media such as: SABC, Capricorn FM, Energy and Community Radio stations across the province.
- 7.6. On the contrary, the national print media has been more negative than positive in coverage of the province and the department.
- 7.7. The province has been enjoying positive coverage from community print and electronic media
- 7.8. There is a dire need to establish a SANEF chapter in the province. This will go a long way towards improving interaction and relations within the media.
- 7.9. Communicators need to be encouraged to subscribe to professional bodies such as the Public Relation Institution of Southern Africa (PRISA) to receive continuous updated in communication industry
- 7.10. The Provincial Media Club that was established to share ideas with media and business is still defunct but there is possibility for re-establishment. Communicators should support its establishment, which creates another avenue for organised media engagement. The collapse of this institution is attributed to lack of support on the part of some media houses; they felt it was meant to curtail media independence.

8. TRADITIONAL MEDIA

- 8.1. The following media houses operate provincially: Northern Media Group (Capricorn Voice, Review), Zoutpansberg Printers (Limpopo Mirror), Seipone, Polokwane Observer, Nthavela,, Capricorn FM, SABC Radio (Thobela, Mungana Lonene, Phalaphala) and Jacaranda FM.
- 8.2. The following community radio stations exist in the province: Mohodi, Sekgosese , Seshego, Lebowakgomo, Phalaborwa, Sekhukhune, Univen, Turf, Botlokwa, Mokopane, Musina, Moledjie, Makhado, Malamulela, Greater Giyani and Tubatse, Tshepo F.M, Vhembe F.M, Thohoyandou F.M, Moutse, Makhado, Zebediela (Some are on and off air)
- 8.3. Community media require consistent support from the provincial and local government in order for it to be sustainable.
- 8.4. The entry of Multichoice into the broadcasting space provided more choice to television viewers and expose citizens to more channels over and above SABC TV and ETV.
- 8.5. The 24-hour news channels in South Africa, SABC Channel 404, ENCA and NewsRoom Afrika Channel 405 (which replaced ANN7) continue to afford citizens diverse information which is pivotal to democracy.
- 8.6. The new kid on the block Channel 157 (Moja Love), is making waves owing to its hard-hitting shows that portray social ills in our society.
- 8.7. There is one Television station, Limpopo TV which covers mainly positive news in the province.
- 8.8. Limpopo and Polokwane are characterized by community print media that emerge and disappear from time to time. This is attributed to financial constraints and unskilled people entering media industry.
- 8.9. The focus of media in this term of government will be to check if the new administration will be able to take the province's development agenda to a higher trajectory.

9. NEW MEDIA TRENDS

- 9.1. The advent of technological advancements such as social media revolutionized how people communicate, particularly the youth. The province has seen usage of these platforms gaining traction. The province will have to communicate using the following:
 - Facebook
 - Twitter
 - Instagram
 - WhattsApp
 - Youtube
 - LinkedIn
- 9.2. Utilization of the above platforms complements traditional media and allows the Department to ride on the wave of immediacy when disseminating information. On the other hand, the traditional media like print also have on-line versions which further makes

communicating fresh and current information possible thus keeping the citizenry timeously informed. To cite but a few:

- Observer on line
- Review online
- Sowetan online

9.3. Limpopo has more than two million social media users. Departments, Municipalities and State-Owned Entities should embrace these trends and create government messages that are beneficial to the citizenry. The new media trends have also introduced Digital Economy where users can explore various careers like:

- Influencers
- Bloggers
- Digital marketers
- Youtubers
- On-line promoters
- On-line radio stations (Massivemetro, Cliffcentrall

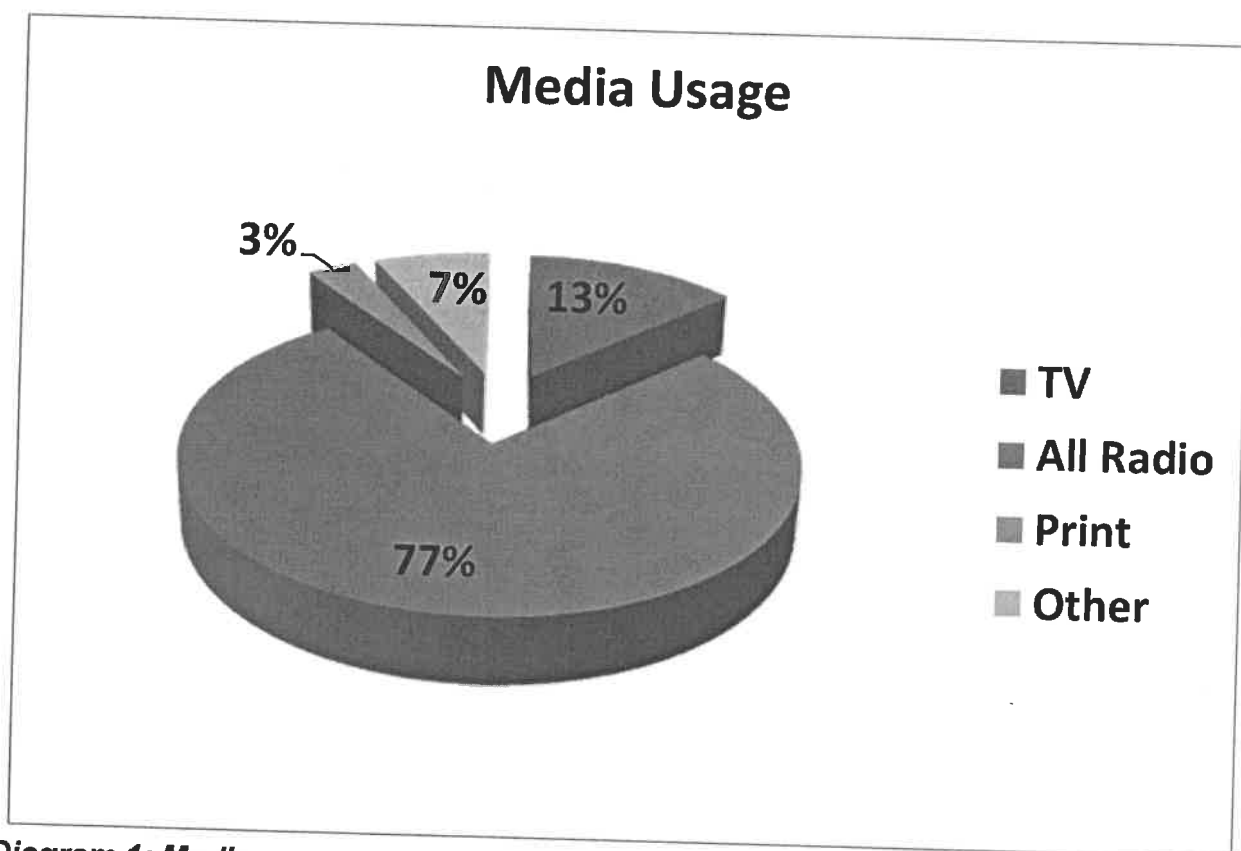


Diagram 1: Media usage estimations

9.4. Public mood

- 9.4.1. Following the past elections, public mood showed to be low as it was shown by turn-over to elections in 2019. This is because there is still the perception of poor service delivery in local municipalities as it is indicated by level of protests in several municipalities around the province. Zebediela (Madisha-ditoto), where learners were prevented from attending classes for four months due to protests involving construction of roads. Protests in the form of shutdowns gained traction as witnessed in Moutse (Moteti), Vuwani, Seshego and Mogalakwena.
- 9.4.2. The main challenge is at local government sphere where councilors and municipality officials are viewed as being inherently corrupt by members of the public hence service delivery protests. Now this is worsened by the municipalities under section 100.
- 9.4.3. The legacy of global economic meltdown is likely to exist for a while and as a result have a negative impact on the public mood.
- 9.4.4. Research shows that there has been a significant improvement in the lives of people in the country, which is clearly observed through decreases in the lower Living Standards Measurement (LSMs). The shift suggests that more people have better access to diverse media channels. This implies that the Province must carefully reconsider media through which to reach its target markets. This should be celebrated and be profiled as a fact and evidence for effectiveness of our policies to rally confidence and support around.
- 9.4.5. The slow pace of service delivery versus public expectations, as well as reports of corruption across all levels of government creates tensions in communities and loss of confidence in government.
- 9.4.6. There is a perception that government has not delivered on some areas of its electoral mandate - especially on, creating decent work, provision of water and rural development.
- 9.4.7. Public participation is essential to effective communication. The new District based planning approach otherwise known as Khawuleza endorsed by national Cabinet means that communities must take part in the programmes of government and influence processes, resulting in instilled sense of ownership of processes of government.

10. COMMUNICATION CHALLENGES

- 10.1. "The communication challenges derive in part from the priorities of the province, and in part from the dynamics of transition from one electoral term to another, dynamics that bring both challenges and opportunities", Handbook for Government Communicators, GCIS. The following are challenges:

- 10.2. Failure in making sure the provincial, municipalities and parastatals communication structures and programmes are sending common messages and **at all times** complement each other **and not** at all, **compete**.
- 10.3. The difficulties in developing and maintaining positive public perception on
- 10.4. Government programmes and activities.
- 10.5. Difficulties in enhancing and maintaining positive relationships with the media
- 10.6. Challenges in effecting an effective interdepartmental coordination in terms of communication through integrated approach.
- 10.7. Failure in reaching and communicating with all the people of the province about the Government programmes – achievements and challenges and plans for interventions.
- 10.8. Inadequate showcasing of the improvement in the quality of the lives of Limpopo citizens during the past 25 years of democracy and freedom and the continuity in this second decade.
- 10.9. Lack of means for skills development and financial assistance to local media practitioners and Government communicators through information sharing seminars and through the programmes of Media Diversity Development Agency (MDDA).
- 10.10. Lack of proper mechanism in making sure Government's commitments and people's concerns during outreach programmes is constantly implemented and monitored.
- 10.11. Poor usage and promotion of indigenous and the South African sign languages as per Provincial Language Policy Framework 2008. Limited provision of reading material for people who cannot see- Braille.
- 10.12. Poor communication system at ward committee levels.
- 10.13. Lack of proper communication strategies when the commitments made get fulfilled (Government promised and now government has delivered for the people, come let us all celebrate).
- 10.14. No proper means to implement and maintain proper internal communication structure for internal stakeholders such as employees of Government. Poor communication of achievements in delivering more efficient services such as application for Identity Documents, Passports, birth certificates, etc.
- 10.15. Programmes and measures to prevent and push back the frontiers of corruption. Communicating successes in fighting corruption in the public service at all spheres. Awareness campaign to prevent corruption.
- 10.16. Attacks against foreign nationals and economic struggles – need for a long term Anti-Xenophobia awareness campaign. Management of refugees and asylum seekers.
- 10.17. Ensuring that the voice of government is heard and there is regular communication on the work of departments and other service delivery initiatives.
- 10.18. Promotion of nation building and social cohesion through national dialogues.

11. CORE MESSAGES

11.1. "The core message for this period expresses the spirit of intensified and united action for faster progress towards the goals set by government and its people. Better articulated as KHAWULEZA. It emphasizes that there has been good delivery but not enough and if people continue to work together they can grow the province together"

11.2. Main theme

"Let's Grow South Africa Together"

"Let's grow Limpopo together"

11.3. Subthemes:

11.3.1. Let us celebrate 25 Years of Freedom and achievements of the past 25 Years

11.3.2. Let's work together to grow our Limpopo Province through Social Cohesion Programmes

11.3.3. Let's join hands in the fight against Xenophobia, Tribalism, Violence, Gender Based Violence and Corruption.

11.3.4. Let's grow Limpopo Province Together

12. MESSENGERS

12.1 Primary messenger

12.1.1. Members of the Executive Council (MEC's)

12.2 Secondary messengers

12.2.1. Heads of Department (HOD)

12.2.2. Departmental spokesperson/Media Liaison Officer (MLO)

12.2.3. Departmental Head of Communication(HoC)

12.2.4. Chief Directors

12.2.5. Directors

NB: All communication activities in all branches are coordinated from the communication sections/units/branches

13. AUDIENCES

13.1 The strategy focuses on the following target markets:

- General Public/all citizens of Limpopo
- Athletes and Artists
- Public servants
- Parastatals
- Organs of civil society
- District and municipalities
- Traditional authorities
- Faith groups
- Community Based Organisations (CBO's)
- Business community
- Institutions of learning
- Vulnerable groups: persons with disability, women, the elderly and youth
- Media.

14. COMMUNICATION CHANNELS

14.1. Outreach programmes

- 14.1.1.1. Programmes such as the Public Participation Programme (PPP) / Izimbizo and other forms of direct and unmediated communication should be strengthened and put more focus on meeting the communities and more especially those living in the rural areas that can neither afford getting information from the mass media nor simply visiting the Government facilities.
- 14.1.1.2. During these programmes government officials that will be providing communication assistance to the people at a face-to-face basis should include representatives of the departments and the municipalities.
- 14.1.1.3. The government should continue rotating the venues as per Five districts and wards to ensure all areas are covered.
- 14.1.1.4. Districts should rotate the visits according to their municipalities. Municipalities should do the same in their different villages and wards.
- 14.1.1.5. The demand factor may also be used to prioritize the areas.
- 14.1.1.6. There is a need for effective feedback mechanism through community structures such as the Provincial PPP / Izimbizo Steering committee.

14.2. Communication with internal stakeholders.

14.2.1. Good internal communication involves regular effective two-way communication between the employer and employees, at all levels in any organisation. Internal communication, in this context refers to all actions aimed at exchanging information, enhancing understanding and mobilising people, individually or in groups, within an organisation.

14.2.2. Internal communication is a significant tool for the provincial government. Good internal communication within the public service supports increased employee motivation and performance. It is also one of the most important building blocks of organisational culture. Government wishes to promote the Batho Pele principles and value set as the dominant organizational culture.

14.2.3. Employees go to work feeling proud and motivated to serve a government that represents the people of the country. It means that the Batho Pele principles of the Public service will be realized and lived by each public servant. To this end, knowing and understanding the needs and perceptions of public servants can lead to informed decision-making. More effective management, lower absenteeism, employee satisfaction is some of the benefits of a common and strong organisational culture.

14.3. Public servants – a target audience

Internal communication is also a significant communication channel for government. They have a significant influence on public perceptions and extend the reach of government information to the public. Informed public servants are motivated to share their knowledge and experience of the public service and their departments and institutions. This is made possible through frequent interaction with families and communities by word of mouth.

Regular channels used to reach Internal Communicators and public servants:

CHANNELS	TARGET AUDIENCES
Email <ul style="list-style-type: none"> • Communiques • Email banner 	Public servants with access to PCs and email
Websites <ul style="list-style-type: none"> • Internal Communicators' website • Departmental websites / intranets • Webcast / pod casts 	Internal Communicators Public servants with access to PCs and email
Forums / face to face communication <ul style="list-style-type: none"> • Internal Communicators' Forum • Information sessions • Staff meetings • Workshops • Road shows by principals • Ambassadors / champions • Social responsibility activities 	All public servants that attend sessions (especially at lower levels)
Bulletins and internal newsletters	Public servants that receive newsletters (literate)
Notice boards <ul style="list-style-type: none"> • Poster adverts 	Public servants that pass the notice boards (literate)
Television and radio <ul style="list-style-type: none"> • Internal TV and radio 	All public servants that watch television or listen to radio at work
Cell phones <ul style="list-style-type: none"> • Bulk sms 	All public servants (literate)
Products (all types) <ul style="list-style-type: none"> • Leaflets • Posters • • Folders • Audio clips / sound bites • Video clips 	Public servants that receive products (literate)
Feedback mechanisms <ul style="list-style-type: none"> • Suggestion boxes • Voting • Question and answer sessions • Discussion circles • Employee surveys • Staff award schemes 	Participating public servants <ul style="list-style-type: none"> • Conduct regular staff surveys, e.g. climate studies to gauge satisfaction, obtain feedback on information received and generate new ideas.
Electronic and broadcast screens	Public servants that pass the screens
Social Media	Facebook Twitter Instagram Youtube channel Whatsup

14.4. Production of information materials

- 14.4.1.1. The Department should produce newsletters for both external and internal stakeholders, which are distributed regularly.
- 14.4.1.2. The Department should also produce other information material such as leaflets (fact sheets, key messages, explanation of programmes/services and how to access them), awareness posters as well as promotional material and branding as per demand. This may be supplemented by products from other spheres of government.
- 14.4.1.3. The Department should produce video documentaries to market the department and to showcase departmental programmes; achievements and also to empower the communities with relevant information.
- 14.4.1.4. Department should be visible through billboards strategically placed around the province, at its borders and even in some national and internationally strategically located venues and these should be bearing the correct messages.
- 14.4.1.5. Department's visibility to be strengthened in all government activities/events
- 14.4.1.6. Content and branding should be consistent across all platforms and products.

14.5. Use of Thusong Service Centres (TSC)

- 14.5.1.1. The Government has built a number of Thusong Service Centers with the view to bring Government services closer to the people.
- 14.5.1.2. These centers are used as one stop service centres for Government services.
- 14.5.1.3. The Services accessible in these centers include amongst others social security grants, home Affairs services, health services, police services and others such as those provided by the parastatals like ESKOM.
- 14.5.1.4. Department Communicators should maximise the use of these centres as channels of communication to reach communities.

14.6. Mass media

- 14.6.1. The Department does not only communicate to the media but use media to reach out the communities, i.e. mediated communication.
- 14.6.2. Usage of mass media also depends on target audience study- use relevant media for relevant audience.
- 14.6.3. Usage of media will therefore be biased to those that reach the most communities.
- 14.6.4. Usage of community media, more specifically radio stations to be increased.
- 14.6.5. Both advertorials and editorials will be used.
- 14.6.6. Media will be expected to be able to differentiate newsworthy stories from

advertisement (must not charge for newsworthy material as it is their obligation or mandate to feed the communities with information in line with their license conditions)

14.7. Inter-governmental communication channels

Communication within the spheres of Government is strengthened DSAC COMMS participating in the inter-governmental structures;

14.7.1. Premier-Intergovernmental forum

This provides important policy decision for amongst others, strong integrated communication processes across all spheres.

14.7.1.1. Communication Core-Team:

- Serves as the decision making body on the implementation of communication programmes in the Province.
- These programmes emanate from communication implications from cabinet decisions during the Executive Council sittings.

14.7.1.2. Provincial Government Communication Forum (PGCF):

- The forum provides a platform for both information sharing and skills improvement amongst all communication structures and integrated approach to communication programmes.
- This forum, which convenes **quarterly**, is composed of communicators from all provincial departments, national departments in the province, representatives from districts and parastatals.
- It is chaired by the head of communication at the office of the Premier (GM) or the senior manager (SM) per delegation. It convenes under the banner of the **Provincial Communicators' Forum**

14.7.1.3. The Provincial Communication and Media Networking Sessions:

- The media networking sessions are used to strengthen relationship between media, government and institutions of higher learning which deal with communication issues. This is also used to introduce final year students in the field to understand how government communication works and how the media industry is. It gets hosted at the end of each year (October – November) by the Office of the Premier.

14.7.1.4. Cluster communication:

- Heads of clusters have to develop communication plans and at least per quarter they have to run a media conference where leaders give progress report and outline other activities of their clusters. This is called Cluster Media briefing.

14.7.1.5. Departmental Internal Communication

- The department has established DSAC Communicators Forum which is dedicated to ensure internal-communication flow from MEC's Office, HoD's Office and Line Functions. This forum discussed and implement Senior Management resolutions.

14.7.1.6. Notices and Notice Boards

- All information for general knowledge of all staff shall be communicated through notices on notice boards.
- Notices shall be issued through the Head Communications

14.7.1.7. Suggestion Boxes

- Suggestion boxes shall be managed by the Strategic Planning division of the department (Custodian of Batho Pele programme)
- Officials shall utilize the suggestion boxes to make suggestions on any matter affecting the operations of the department at any time.
- Suggestions boxes shall also be utilized to solicit staff suggestions on particular issues

14.7.1.8. Meetings

The powers to convene meetings are outlined as follows:

- The MEC shall convene any meeting
- The HOD shall convene executive, senior management, branch or with any administrative component or official or any other meeting furthering the interest of the department
- Chief Directors, Directors, and Deputy Directors shall convene meetings at respective levels of authority.
- Meetings shall be convened for purposes of communicating organizational and intergovernmental decisions, updates on programme implementation, evaluation of progress, information sharing, briefings to all staff and or stakeholders etc.
- Various components of the department shall convene meetings regularly

14.7.1.9. Circulars

- All management decisions shall be communicated through circulars and electronically.
- Departmental circulars shall be signed by the Head of Department or an acting HOD with a formal appointment letter.

14.7.1.10. E-Mails

- All e-mail to be circulated to all staff members should be approved by Head of Department

15. STRUCTURES AND PROCESSES

- 15.1. The strategy will be reviewed every year with the main focus on the action plan in line with the cycle provided.
- 15.2. The review will take place in the years 2021, 2022, and 2023.
- 15.3. The strategy will be approved by the MEC and with Head of Department recommending the approval

16. CRISIS COMMUNICATION AND RAPID RESPONSE

- 16.1 In case of crisis, selected committee of communication experts will convene and develop rapid response which will include:
- Development of event crisis communication strategy
 - Establish media communication
 - Facilitate face-to-face intervention
 - Acknowledgement of crisis and outlining intervention
 - Recruitment of all relevant stakeholders

17. COMMUNICATION ACTION PLAN 2019 – 2024

NB. This will be reviewed and be updated every year of the term of this strategy.

17.1 Government calendar of events per financial year

MONTH/THE ME	ACTUAL DATE	ACTIVITY	VENUE	RESPONSIBILITY	COMMUNICATION OBJECTIVE
April – <i>Freedom month</i>					
	April 27	Freedom Day.	To be decided.	Premier's Office & Dept. of Sport, Arts & Culture	Educate people about the significance of Freedom

MONTH/THE ME	ACTUAL DATE	ACTIVITY	VENUE	RESPONSIBILITY	COMMUNICATION OBJECTIVE
					Awareness
May – Africa month	May 25	Africa's Day.	To be decided.	Premier's Office & Dept. of Sport, Arts & Culture	Promotion of African Renaissance and NEPAD
June – National Youth Month and School Sport Winter Games.	June	Youth month Sport Games	To be decided.	Dept. of Sport, Arts and Culture and All the Five Districts	Encourage youth involvement in sport
	June	School Sport Winter Games	All Districts Polokwane	Department of Sport, Arts and Culture Department of Education	Encourage school learners involvement in sport
	July 20	Moral Regeneration Programme	To be decided	Office of the Premier and the Department of Sport, Arts and Culture	Empower communities with knowledge on moral regeneration; educate communities about the importance of moral regeneration
August National Women's month	August	Women in Sport colloquium Women in Sport Games	To be decided.	Department of Sport, Arts and Culture All Five Districts	Educate communities about women in sport
September – Heritage Month -Tourism Month	September 24	National Heritage Day	To be decided.	Premier's Office & Dept. of Sport, Arts & Culture	Highlight the heritage sites of the province, economic contribution
October – Disability Month	October	Disability in Sport	To be decided.	Department of Sport, Arts and Culture	Encourage community participation in sport disability. To encourage communities to live together with disabled persons not as "objects of pity"
Sport and	October 17	Sport and	To be	Department of Sport,	Encourage

MONTH/THE ME	ACTUAL DATE	ACTIVITY	VENUE	RESPONSIBILITY	COMMUNICATION OBJECTIVE
Recreation month		Recreation month Big Walk and Provincial Recreation Day	decided.	Arts and Culture Five Districts	community participation in Sport and Recreation
November – School Sport Summer Games	November	School Sport Summer Games (District and Provincial Games) Junior Dipapadi	To be decided.	Department of Sport, Arts and Culture Five Districts	Empower people about the rights of children an importance of school sport
December – National School Sport Summer Games	December	National School Sport Games .	To be decided by the National department of Sport, Arts and Culture	Department of Sport, Arts and Culture	Educate communities about the importance of Sport
January Back to School Month	January	Back to school campaign.	To be decided.	Premier and MEC for Education and Department of Sport, arts and Culture	Encourage learners to go back to school and sport participation. Distribution of sport equipment
February Safety and security Month	February	Safety at schools	To be decided.	Premier MEC for Safety and Security and department of Sport, Arts and Culture	Safety at schools and the importance heritage, arts and culture in schools
	February	SOPA.	Provincial Legislature Limpopo.	Premier.	POA of the provincial government
March Human Rights Month	March	Human Rights Sport programme	To be decided.	Department of Sport, Arts and Culture	Encourage communities to participate in the campaign

MONTH/THE ME	ACTUAL DATE	ACTIVITY	VENUE	RESPONSIBILITY	COMMUNICATION OBJECTIVE
		s			
	March	Departmental Budget vote presentation at Legislature	Limpopo Legislature	Department of Sport, Arts and Culture Legislature	To highlight the progress report, achievement, challenges and future plans


18. TERMINATION AND REVIEW CONDITIONS

This strategy shall be amended, after three years (3) or when there are major policy changes in government and will follow the initial strategy development processes.

19. ENQUIRIES

Enquiries about any issues regarding this strategy should be directed to the Chief Director Corporate Services.

Recommended/Not Recommended



 HEAD OF DEPARTMENT
 N. N. Tsebe

26/03/2021
 DATE

Approved /Not Approved:



 MEMBER OF EXECUTIVE COUNCIL

26/03/2021
 DATE