



DEPARTMENT OF
AGRICULTURE AND RURAL DEVELOPMENT

COMMUNICATION AND MEDIA
STRATEGY

Ref: 6/2/P

2017 revised edition

Date of approval: 29 March 2017

Recommended by:

Head of Department

(Maisela, RJ)

17.05.27

Date

Hon MEC for Agriculture and Rural Development

Mapula Mokaba-Phukwana (MPL)

29/03/2017

Date

Table of Contents	
1. Acronyms and abbreviations	1
2. Executive Summary	2
3. Introduction	2
4. Purpose and objectives of the Strategy	3
5. Authority of the Strategy	4
6. Legal Framework	4
7. Scope of Application	5
8. Definitions	5
9. Strategy pronouncements	
9.1 Needs addressed by Communication Strategy	6
9.2 Methods of Communication	9
10. Default	14
11. Inception date	14
12. Termination and review conditions	14
13. Enquiries	15
Annexure A	16
Annexure B	17

1. Acronyms and abbreviations

CBO	Community Based Organisation
CIM	Corporate Identity Manual
DPSA	Department of Public Service Administration
GCIS	Government Communication and Information Systems
Doc	Director of Communication
HOD	Head of the Department
IGR	Inter-Governmental Relations
LDARD	Limpopo Department of Agriculture and Rural Development
LSM	Living Standard Measurement
MEC	Member of the Executive Council
MLO	Media Liaison Officer
PSR	Public Service Regulation
SABC	South African Broadcasting Corporation
TSC	Thusong Service Centres

2. Executive Summary

The Strategy on Communication and Media is addressing all matters regarding Communication and the liaison with the Media with regards to Limpopo Department of Agriculture and Rural Development matters. Although the communication agenda is related to the political agenda, some matters might only need to be communicated to staff internally while others might have an impact on agriculture as such (e.g. Foot and Mouth Disease, drought, etc.)

The methods of Development Communication, designated persons (to communicate with the media), relevant definitions and the needs addressed by the Strategy is explained in detail. This strategy is derived from the LDARD Communication and Media Policy and should be utilised in conjunction with the said Policy.

3. Introduction

Departments/organisations all over the country have to cope with many changes ranging from fundamental restructuring to revolutionary shifts in traditional values which offer departmental/organisational communicators unique opportunities to effect short-term as well as long term success, survival and growth.

It is up to government communicators to function as strategists and leaders while guided by relevant communication policies and strategies to involve a portfolio of internal and external communication that will add value to the Department.

This strategy is strengthening the LDARD Communications and Media Policy in the sense that it is paving the way in indicating exactly how and by whom the different matters arising in the LDARD should be communicated.

It is of the utmost importance to keep in mind that no two situations will be exactly the same and therefore each and every situation will need to be addressed in a manner most suitable to ensure effective communication.

4. Purpose and objectives of the Strategy

The Communication Strategy was formulated to provide the LDARD and its employees with guidelines and procedural requirements to the challenges facing the departmental Communicators - within and outside the workplace in order to assist in implementing and executing the LDARD Communication and Media Policy.

It is important that there is uniformity, clarity and consistency in the manner in which the LDARD communicates when it markets itself, and that all employees understand their individual roles in this process. The Communication and Media Strategy endeavours to clarify the specific routes that will be taken in communicating as well as the various roles specific branches and persons will occupy in the process of communicating.

Liaison with the Media might be taken care of by a different person and in a different way than posting information on a Facebook page. The Strategy on Communication and Media will be clarifying all the different avenues – including responsibility and liabilities.

The Department of Agriculture and Rural Development will implement the communication objectives as follows:

NATIONAL OBJECTIVES	CLUSTER OBJECTIVES	OUTCOMES
• <i>Support campaigns on the government priorities</i>	Sustain public confidence in government's ability to deliver its promise through popularization of the Government's priorities and outcomes appreciating the successes of democracy, achievements and to national acknowledging the challenge ahead.	An informed citizenry that is able to interact with government and contribute to national dialogue in support of its mandate.
	Make real the vision of a government that cares and is in touch with people through visible, professional, consistent and sustained community interaction.	

(1), which provides that:

Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) section 32 Communication Policy of communicating with people is also endorsed by the government departments' communicators.

Government has put all communication policies in place as a guideline for all

6. Legal Framework

This strategy operates under the custodianship of the Hon. MEC for Agriculture and Rural Development and the Head of Department as Accounting Officer. It enjoys the authority of the Communication and Liaison Services.

5. Authority of the Strategy

NATIONAL OBJECTIVES	CLUSTER OBJECTIVES	OUTCOMES
• Setting the agenda – implement a proactive media management system • Manage the communication implications of cross-cutting Questions from the Legislature	Market the Department to local, national and international stakeholders. To create and maintain positive public perception. and its stakeholders; and to enhance the coordination of communication activities in the Department.	
• Support campaigns on the government priorities • Strengthen local government communication	To establish and maintain interaction between the Department and the communities through <i>inter alia</i> citizenry that participates actively in government's programs; informed public servants who support service delivery by the province. An empowered and energized citizenry that participates actively in government's communication efforts.	

“Employer”: The word employed is used to cover both the individual person who may be the employer in legal terms, as well as the organization which is

rank or position.

“Employee”: For the purpose of this strategy, an employee is any person employed in terms of the Public Service Act (1994) as amended irrespective of

8. Definitions

Agricultural Training Colleges

b) All internal staff members – including the staff AND students of the

a) All external role players, i.e. the media and public

This strategy is applicable to:

7. Scope of Application

into dispute.

articulate government position confidently without bringing their Departments policies, they must be able to understand policies for them to be able to African constitution. For communicators to have a grasp of government effect to the right of the public to access information as provided by the South The Promotion to Access to Information Act, 2000 (Act 2 of 2000) seeks to give improve their lives for the better.

of transparency, accountability, openness, so as to make informed choices and the public with information relating to government services through high levels The Promotion of Access to Information Act also obliges government to provide public media.

employees in his/her Department may communicate with the printed or other part 1(H.4) of chapter 1(PRS/1/1/H.4) HOD to establish a policy on how To give effect to this constitutional right the Public Service Regulation (PSR) exercise or protection of any rights.

(b) Any information that is held by another person which is required for the

(a) Any information held by the state, and

Everyone has the right to:

responsible for implementing Public Service human resource management policies.

“Extra Calendar Event”: Refer to an event that is not planned for in advance and stipulated by the annual calendar. This might include Presidential visits, etc.

“Student”: A student Registered at one of the Agricultural Training Colleges (Tompil Seleka and Madzivhandila)

“External Role Players”: Refer to Farmers, Academic & Research Institutions, the media as well as the general public and all the different stakeholders involved in agriculture.

“Receiver”: Refer to the person/s who is exposed to the communication message; be it the farmer, the staff, etc.

“Public”: Refer to all stakeholders within the agricultural sphere – such as the general public, farmers, universities and research institutions, role players within the agricultural chain – such as manufacturers, marketers, etc.

“Social media”: Refer to the collective of online communication platforms available for interaction, community based input, collaboration and content sharing.

9. Strategy pronouncements

9.1 Needs addressed by Communication Strategy

9.1.1 ENVIRONMENT ANALYSIS

The analysis of the environment should be driven by an articulation of the need to create a province united in diversity, working together to take South Africa forward in the building of a country and people free of poverty and hunger.

The departmental Communication and Media 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 developing countries.
- The environment demands that the Department details its programme to fulfill the electoral mandate of:
- a) Speeding up economic growth and transforming the economy to create decent work and sustainable livelihoods; and
 - b) A massive programme to build economic and social infrastructure; a comprehensive rural development strategy linked to land and agrarian reform and food security.
- A) Socio-economic environment**
- Limpopo's population is estimated at 5, 7 million with the majority being women. (Stats SA, 2012).
- Limpopo's economy is stable and continues to grow at an average of over five percent in a year.
- It remains a challenge for the economic growth of the province to realise a higher level of job creation.
- The potential of the economy to grow and develop is dependent on mining, agriculture and tourism.
- There is an alignment between people's economic needs and Government's plan.
- A large proportion of the population lives in rural areas.
- B) Media Agenda:**
- The following concepts are important to understand before dealing with media agenda as part of the environmental analysis. Understanding of these concepts will assist in providing proper assessment of media agenda in the province. The concepts are:
- i) Negative coverage: Coverage that has potential to create negative perception on the part of the stakeholders (citizens of Limpopo and others).
 - ii) Unfair coverage: Coverage that is done without proper consultation between the media and Government with potential to harm image of government. (Reflection of just one side of the story and not government's side).
 - iii) Unfavorable coverage: Coverage that may be fair and correct (with proper consultation) for public consumption but of bad taste to the Government. The coverage that indicates Government does not like to reach out.
 - iv) Positive coverage: Coverage more likely to contribute on the creation and maintenance of positive perception on Government programmes and other activities.

Research, as per Census 2012, 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 (LSM). This shift in LSM suggests that more people have

D) Public mood

Community media require consistent support from the provincial and local government in order for it to be sustainable. Limpopo, and Polokwane in particular, is characterized by community print media that emerge and disappear from time to time. This is attributed to financial constraints and unskilled people entering the media industry. The main focus of the media currently will be to check if the new administration will be able to take the province's development agenda to a higher trajectory.

The following community radio stations exist in the province: Moutse FM, Giyani FM, Blouberg FM (Some are on and off air) Makhado FM, Thabazimbi FM, Greater Tzaneen FM, Zebedie FM, Turf, Botlokwa, Mokopane, Musina, Molete, Tubatse, Mala FM, Mohodi, Sekgose, Lebowa kgomo, Phalaborwa, Sekhukhune, Univen,

The following media houses operate provincially: Northern Media Group (Capricorn Voice, Review), Zoutpansberg Printers (Limpopo Mirror), Seipone, Polokwane Observer, Ngocho news, Phalaborwa Herald, Rise n' shine, Letaba Herald, Nthavela Capricorn FM and SABC Radio (Thobela, Mungwana Lonene, Phalaphala).

The media coverage is currently focusing on the capacity of the department to deliver on its objectives. The provincial government continues to enjoy more coverage from the electronic media, SABC and Community Radio stations and community radio station in particular plus community print media.

C) Analysis of the media environment

This demands that all Government communicators put more emphasis in knowing the media they operate with in full and building strong relationship with them in the interests of the province (not self-interest).

v) Objectivity and influence on coverage: While trying to be fair and accurate, reporters still report as it is demanded by the media ownership and their editorial policies with at times a level of disregard to journalistic ethics.

better access to diverse media channels and that these different media channels should be utilised optimally.

Public participation is essential to effective communication. The Public Participation Programme endorsed by the national Cabinet means that communities must take part in the programmes of government and influence processes, resulting in an instilled sense of ownership of processes of government. This is also mandated by the Constitution of SA Act 108 of 1996 in Chapter 7 and by the White Paper on Local Government of 1998.

9.2 Methods of Communication

The methods of communication will be determined by the kind of message, the urgency of the message/nature of the message as well as the intended audience of the message. Therefore, the method will vary from item to item and from time to time. The following list of possibilities exist, but this list is not exhausted:

- a) MEC's Road shows;
- b) Imbizo's;
- c) Radio slots;
- d) Informals;
- e) Media releases and statements;
- f) Media briefings and networking sessions;
- g) Opinion pieces;
- h) Human resource recruitment advertisements;
- i) Advertisement on the invitation of tenders and public comments on policies, legislation and other departmental activities;
- j) Project launches and marketing advertisements;
- k) Workshops;
- l) Policy related issues;
- m) Departmental Corporate Identity; and
- n) Social Media Platforms

a. Communicating with Media and the Public

i) Communication challenges
 "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", GCIS. The following are challenges:

- Limited budgetary resources;
- Inadequate Communications training;
- Lack of training on new technology such as social media

iii) Core messages

Main theme "Moving south Africa forward"

Subthemes:

Let's go back to farming

!!!) Messengers

a) Primary messengers

- MEC
- HOD

b) Secondary messengers

- Director of Communications
- Media Liaison Officer (MLO)
- Any other delegated officials

Designated persons to communicate to the media

- i. MEC
- ii. HOD
- iii. Director of Communication and Liaison
- iv. MEC's Spokesperson (Media Liaison Officer)
- v. Senior Management
- vi. Staff of the Chief Directorate: Communication and Liaison Services Sub-branch
- vii. The 2 principles of the 2 Agricultural Training Colleges (or persons designated by them to act on their behalf)

NB: All communication activities in all institutions to be coordinated from the communication sections/units/branches

iv) Audience

The strategy focuses on the following target markets:

1. Internal staff
2. Department of Agriculture, Forestry and Fisheries
3. Premier's Office/Legislature
4. All Government Departments
5. General Public/all citizens of Limpopo
6. Public servants
7. Parastatals
8. Organs of civil society
9. District and municipalities
10. Traditional authorities
11. Faith groups
12. Community Based Organizations (CBO's)

13. Business community
14. Institutions of learning
15. Ward committees
16. Vulnerable groups: persons with disability, women, the elderly and youth
17. Media.

b. Communication platforms

- MEC's Outreach programmes
- i) Communication with internal stakeholders
 - ii) Publications (Temo News and Zwavhulimi)
 - iii) Regular channels used to reach Internal Communicators and public servants:
 - iiii)

CHANNELS		TARGET AUDIENCES
- Email - Communiqes - Email banner		Public servants with access to PCs and email
Social Media - Facebook - WhatsApp		Farmers Internal staff
Websites - Internal Communicators' website - Departmental websites / intranets		Internal Communicators Public servants with access to PCs and email
Forums / face to face communication - 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)
Notice boards Poster adverts		Public servants that pass the notice boards (iterate)
Television and radio Internal TV and radio		All public servants that watch television or listen to radio at work
Cell phones Bulk sms		All public servants (iterate)
Products (all types) - Leaflets - Posters - Z-cards - Folders - Audio clips / sound bites - Video clips		Public servants that receive products (iterate)
Feedback mechanisms - Suggestion boxes - Question and answer sessions - Discussion circles		Participating public servants Conduct regular staff surveys, e.g. climate studies to gauge satisfaction, obtain feedback

The Extra Events Committee need to:

a) Attend to extra events only.

The purpose of the Extra Events Committee is not to take over the function of the staff within Communication and Liaison.

Events management include events which appear on the annual calendar as well as extra calendar events. All events need to comply with departmental prescripts and need approval from the Offices of the HoD and MEC.

f. Events management

Government does not only communicate to the media but use media to reach out the communities, i.e. mediated communication.

Usage of mass media also depends on target audience study- use relevant media for relevant audience.

Usage of media will therefore be biased to those that reach the most communities.

Usage of community media, more specifically radio stations to be increased.

Both advertorials and editorials will be used.

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).

e. Mass media

The Department should maximise the use of these centres as channels of communication to reach communities.

c. Use of Thusing Service Centres (TSC)

The department should produce video documentaries to market the province and to showcase Government's programmes and achievements and also to empower the communities with relevant information.

The 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.

The department's visibility to be strengthened in all government activities/events.

Content and branding should be consistent across all platforms and products.

c. Production of information materials

CHANNELS		TARGET AUDIENCES
Electronic and broadcast screens	• Employee surveys	Public servants that pass the screens
	• Staff award schemes	
		on information received and generate new ideas.

2. To ensure that the Departmental programmes, activities and services are communicated through print and electronic media.
1. To attend to communication issues within their areas of responsibility as directed by the DoC.

Refer all media inquiries to the DoC.

h. Media enquiries

- i) Development of event crisis communication strategy
- ii) Establish media communication
- iii) Facilitate face-to-face intervention
- iv) Acknowledgement of crisis and outlining intervention
- v) Recruitment of all relevant stakeholders

convene and develop rapid response which will include:

In case of crisis, the core-team or selected committee of communication experts will (in liaison with GCIS, Office of the Premier and the Department of Agriculture, Forestry and Fisheries)

g. Crisis Communication and rapid response

**The events indicated on the calendar, is available as Annexure B.*

- a) Cooperate with the staff in Communication and Liaison.
- b) Assist Communication and Liaison with the planning of events which is extra to the calendar events indicated in the annual calendar.
- c) Assist Communication and Liaison with the organizing of events which is extra to the calendar events indicated in the annual calendar.
- d) Assist Communication and Liaison with the execution of events which is extra to the calendar events indicated in the annual calendar.
- e) Take instructions from the Director (or acting Director): Communication and Liaison on issues that need your involvement.
- f) Report back to from the Director (or acting Director): Communication and Liaison on issues that need your involvement.
- g) Assist the Director (or acting Director): Communication and Liaison with regards to Press releases that do need your involvement.
- h) Assist the Director (or acting Director): Communication and Liaison with regards to Press Conferences that do need your involvement.
- i) Assist the Director (or acting Director): Communication and Liaison with regards to media interviews that do need your involvement.
- j) Sensitize the Director (or acting Director): Communication and Liaison with regards to any relevant matter that might need their involvement.

3. To execute all media liaison functions as advised and recommended by the MEC, HOD and Doc;

4. To keep the Office of the MEC and the Department abreast of latest media reports/ trends pertaining to their scope of work.

5. The Director: Communication and Liaison Services will render support in this regard by monitoring and developing responses for key media matters.

6. To coordinate the early warning/alert system in which reports pertaining to the functional activities of the Department are identified and brought to the attention of the MEC, HOD, Doc and Management as soon as possible after publication or broadcasting of such.

7. Reports identified in the above process that warrant priority attention, will be brought to the attention of the HOD and Doc for corrective action.

8. May write opinion pieces, letters to the editor in their official or personal capacity but in line with this Strategy.

10) Default

This Strategy regulates all matters regarding Communication and Media within the LDARD and no deviation from this Strategy will be allowed without the written permission of the Head of Department.

11) Inception date

The date of approval by the Hon MEC, is also the date of inception of the Communication and Media Strategy (and is indicated on the cover page of the document).

12) Termination and review conditions

The Communication and Media Strategy will be reviewed after 2 years (24 months) or as and when a need arise.

13) Enquiries

All enquiries regarding the Communication and Media Strategy should be directed towards:

The Director of Communication at the LDARD at 015 294 3000.

Recommended by:

Head of Department
(Maisela, RJ)

Approved by:

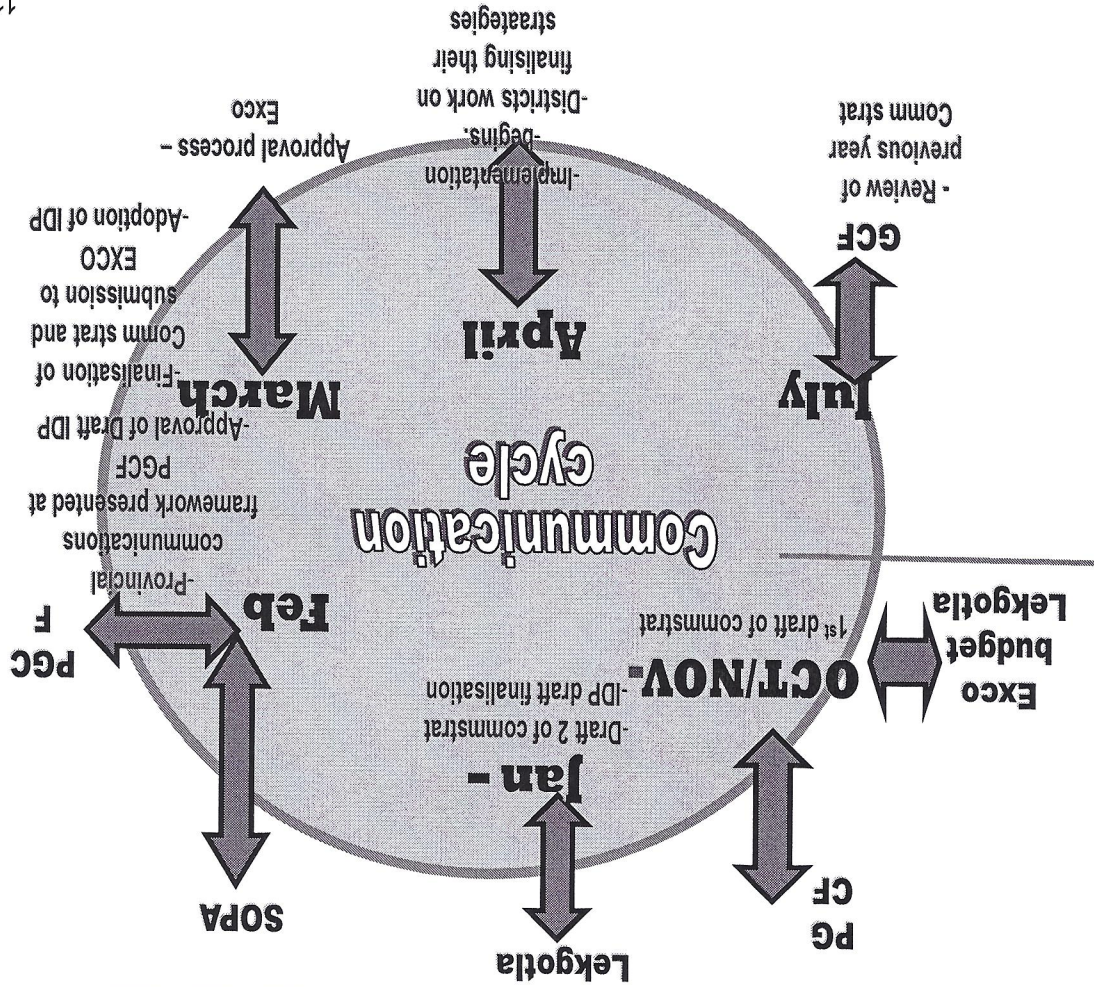
Hon Member of Executive Council
Mapula Mokaba-Phukwana (MPL)

Date

Date

Annexure A

YEAR ON YEAR PLANNING CYCLE FOR COMMUNICATION IN THE PROVINCE



COMMUNICATION ACTION PLAN

Annexure B

MONTH	ACTIVITY	RESPONSIBILITY
APRIL	Freedom Day Celebrations	Office of the Premier/Department of Agriculture and Rural Development
MAY	Polokwane Show	Communication and Liaison Services
	Take-A-Girl Child to Work	Employee Wellness and Special Programs
JUNE	Desertification Month	Landcare / Natural Resource Management
	Youth Day (June 16)	Office of the Premier / Department of Agriculture and Rural Development
	Young Farmer Awards	Extension Services / Communication and Liaison Services
July	LandCare Day	LandCare / Natural Resource Management
	Strategic Planning Retreat	Strategic Management
	Mandela Day (18 July)	Office of the Premier / Department of Agriculture and Rural Development
	EXCO Outreach	Office of the Premier
August	Female Entrepreneurs Awards (Provincial)	Extension Services / Communication and Liaison Services
	Female Entrepreneurs Awards (National)	Agricultural Advisory Services
	Women's Day (9 August)	Office of the Premier / Department of Agriculture and Rural Development
	EXCO Outreach	Office of the Premier
September	Arbor Day	Natural Resources Management / Department of Economic Development, Environment and Tourism
	Heritage Day (24 September)	Office of the Premier / Department of Agriculture and Rural Development
	EXCO Outreach	Office of the Premier
October	Rabies Day	Veterinary Services
	Day for the Elderly	Employee Wellness and Special Programs
	Strategic Planning Retreat	Strategic Management
	World Food Day	Food Security
	EXCO Outreach	Office of the Premier
November	Disability Day	Employee Wellness and Special Programs
	16 Days of No Violence Against Women and Children	Employee Wellness and Special Programs
	Batho Pele Day	Service Delivery
	EXCO Outreach	Office of the Premier
December	World Aids Day	Office of the Premier / Department of Agriculture and Rural Development
	Premier's Excellence Awards	Office of the Premier / Department of Agriculture and Rural Development
February	State of the Province Address	Office of the Premier
	Extension Officers Conference	District Services
	EXCO Outreach	Office of the Premier
March	Budget Speech	MEC / HOD
	Human Rights Day	Office of the Premier
	EXCO Outreach	Office of the Premier

Recommended by:



Head of Department
(Maisela, RJ)

Approved by:



Hon MEC for Agriculture and Rural Development
Mapula Mokaba-Phukwana (MPL)

Date

29/03/2017

Date

2017-03-27