



**Western Cape  
Government**

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Department of Social Development

# **Communications Standard Operating Procedures**

2022

## Sign-off

<p>Ms E Lewis Head of Communications</p>	 <p>Digitally signed by Esther Lewis Date: 2022.03.31 12:28:12 +02'00'</p>
<p>Mr N Sukha Acting Director: Business Planning &amp; Monitoring</p> <p>Supported/ <del>Not supported</del></p>	
<p>Ms M Johnson Chief Director: Business Planning &amp; Strategy</p> <p> Recommended/ Not recommended</p>	
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# 1. Introduction

The Communications Unit (CU) serves as a transversal support and advisory structure in promoting and explaining the work, objectives and ethics of the Western Cape Department of Social Development both internally and externally.

In so doing, the CU strives to provide an effective, proactive communications service to the Department, its stakeholders and staff.

The CU is aided in the above by the management and staff of the Department of Social Development, located in every chief directorate, regional and local office, facility and the Ministry.

## 1.1 About this SOP

This document has been developed to aid the achievement of strategic communication goals, set out annually in the DSD Communications Plan. This SOP sets out the roles, responsibilities and activities related to the communications and marketing function within the Department.

This document aims to improve the understanding of how the CU operates and to advise on how to effectively engage the CU to ensure continuity, value for money and timeous delivery of communications services.

## 1.2 Communications Team

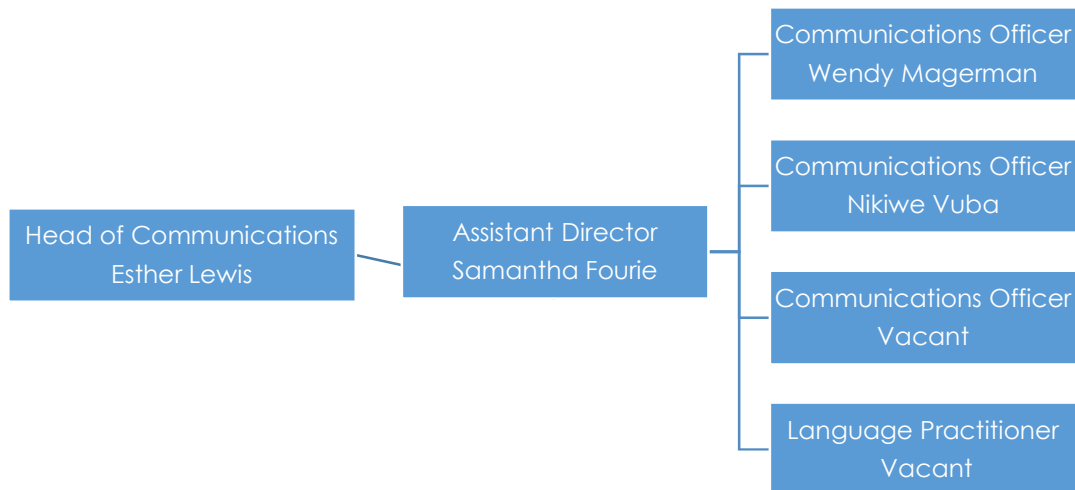
Head of Communications: Esther Lewis

Assistant Director: Samantha Fourie

Communications Officers: Wendy Magerman and Nikiwe Vuba

Each Communications Officer has been assigned regions and programmes to assist with communications requests.

### Communications Unit Structure



## 1.3 How to contact the Communications Unit

In order to streamline CU service requests, the process to follow when engaging with the CU for communications needs is as follows:

- Step 1:** Make contact in writing with your dedicated CU contact person and copy the ASD: Communications;
- Step 2:** Be sure to provide the completed and approved content to the CU contact point in good time (time frames are discussed under each specific section below);
- Step 3:** Ensure confirmation of receipt of request from the contact point - allow for one working day;
- Step 4:** Receive feedback on your request from the CU on the delivery timelines explained in this working document.

E Lewis	S Fourie	N Vuba	W Magerman
<ul style="list-style-type: none"><li>• DSD Ministry</li><li>• Office of the HOD</li><li>• Chief Directors office</li></ul>	<ul style="list-style-type: none"><li>• Supply Chain Man</li><li>• Community Development</li><li>• Substance Abuse</li><li>• Social relief of distress</li><li>• ICB</li></ul>	<ul style="list-style-type: none"><li>• Disabilities</li><li>• OMS</li><li>• Children and Families</li><li>• Facilities Man</li><li>• Youth</li><li>• Population</li><li>• Metro North</li><li>• Metro South</li><li>• Cape Winelands Overberg</li></ul>	<ul style="list-style-type: none"><li>• Older Persons</li><li>• VEP</li><li>• Finance</li><li>• Partnership Dev</li><li>• ECD &amp; Partial care</li><li>• Crime prevention and Support</li><li>• Metro East</li><li>• West Coast</li><li>• Eden Karoo</li></ul>

## 1.4 Content and sign-off

All project briefs and base content provided to the CU must be appropriately signed off. Significant edits after design work has commenced, result in many inefficiencies in the process, and negatively impacts the delivery timeframes assigned to the project. It further has a negative ripple effect on other projects underway. Therefore incomplete, and unapproved base content will not be accepted.

**Head Office**

A Director and above must approve all project requests and content on the CU content briefing form. Alternatively, in the Director's absence, the acting Director may sign-off on content.

**Regions**

The Regional Director must approve all content on the CU content briefing form. Alternatively, in the Regional Director's absence, the acting Director may sign-off on content. The exception relates to requests for notifications about telephone and network disruptions. In these instances, the Programme Implementation Co-ordinator Manager may sign off.

**Facilities**

The Director: Facilities Management must approve all content on the approved CU content briefing form. Alternatively, in the Director's absence, the acting Director may sign-off on content. Facility Managers may approve notifications about telephone and network disruptions.



## 2. Communications Plan

### 2.1 Why a communications plan?

The Departmental communications plan is an annual representation of the campaigns and communication activities to be undertaken by the Communications Unit. The plan details timeframes, allocated budgets and supports the strategic messaging of the Department and Western Cape Government. The deliverables listed in the communications plan is the responsibility of the Communications Unit, and the budget has been centralised for this purpose.

### 2.2 The process

The planning process starts with an assessment of the Department's priority areas and strategic objectives. Inputs and recommendations are provided by Chief Directorates and incorporated into a plan which includes appropriate media channels and messaging along with itemised budgets. The plan is then presented to the Chief Financial Officer for recommendation, and the Head of Department for approval. The approved plan is submitted to the Head of Corporate Communications in the Department of the Premier.

## 3. Roles and Responsibilities

### 3.1 Head of Department

The Head of Department approves the Departmental Communication Plan(s) in line with Cabinet's provincial communication strategy.

### 3.2 Programme Staff

The programme staff provide base content to the communications officers, who then develop the content into messages that are easily understood by the general public as well as other DSD staff, and consistent with the WCG style guide.

### 3.3 Senior Management

Once the communication products are developed the senior management provides final approval before dissemination.

### 3.4 Departmental Communications Unit

- Is the brand custodian for the Department, managing all brand-related queries;
- Consults on and drafts the Departmental Communications Plan;
- Renders a departmental media liaison service;
- Drafts content of communication products in conjunction with line functionaries and in consultation with the Strategic and Corporate Communications unit at DotP;
- Liaises with line function managers to ensure that the Department's web page reflects correct and up-to-date information;
- Is the custodian of the departmental communications Service Level Agreement with the Department of the Premier.

### 3.5 Language Services

All translation services for DSD are done via the Department of Cultural Affairs and Sport (DCAS). As per the Western Cape Government Language Policy, every effort is made to make official documents available in Afrikaans and Xhosa.

However, due to the cost implications and turnaround times, translation services are limited to DSD strategic documents (Annual Performance Plans, Strategic Plans, Annual Reports), campaign and bulk marketing materials.

Where translation or interpretation requests are required outside of these parameters, a request must be submitted via the CU to DCAS. In these instances, the requesting directorates or regional offices will be responsible for the associated costs. Therefore, the relevant budget holder must approve such requests before proceeding.

Depending on the length of the document requiring translation, a completed, signed-off request form and approved content must be provided to CU at least 3 months before delivery date. DCAS only accepts documents for translation in MS Word format, and will not accept submission of PDFs. All outsourced translations are subject to Supply Chain procurement processes by DCAS.

## 4. Internal Communication

Internal Communication refers to communication that occurs within the Department of Social Development, this includes: quarterly newsletters, email notifications and messages from the offices of the HOD and the Western Cape Minister of Social Development.

### 4.1 DSD Email Notifications

The internal DSD Email Notifications includes all communication distributed via the generic DSD Comms e-mail account to all DSD staff. When new staff are appointed, it is the responsibility of the component heads to send their full names – along with existing staff who do not receive DSD Comms emails – to the Communications Unit, to be added to the mailing list.

#### What?

It is a communications tool used to relay Departmental information to DSD staff, within a short period of time. The information can take the form of:

- Internal communications campaigns;
- Staff appointments, Retirements, and Deaths;
- Media statements;
- Messages from the DSD HOD or Western Cape DSD Minister;
- Commemorative day messages;
- Procedural notifications intended for all officials within the Department; and
- Out of office notifications, provided the entire unit requesting this notification is out of office for an entire day or longer. Where entire units or directorates are away for part of the day, officials are advised to activate their personal Out of Office notifications on Outlook, and provide cell phone contact numbers in the event the unit needs to be contacted urgently.

#### How?

- Requests must be forwarded to the CU via email timeously. The CU cannot guarantee the distribution deadlines will be met for requests sent at short notice;
- All content for the notification must be accompanied by the necessary approval (see section 1.4 Content and sign-off);
- These requests will be prioritised according to the time sensitivity of the content. However, it must be noted that based on workloads, pre-scheduled requests may take preference;
- Dissemination of information will remain at the discretion of the CU and will be determined on relevancy in consultation with the requestor;
- Where applicable – particularly with multiple attachments and/or large files – the requestor must upload the approved documents onto MyContent, and send a brief description of the content as well as the link. CU will distribute the link and a short descriptor message to all staff; and

- It remains the responsibility of staff to familiarise themselves with the content of notifications. Where staff do not have access to emails, managers must ensure their staff are made aware of the contents.

## **4.2 Departmental Newsletter**

The Communications Unit produces a quarterly, internal digital newsletter. It aims to represent the work of departmental staff and the impact these interventions have on clients. The content should reflect activities which took place in the relevant quarter and be as detailed as possible.

The newsletter further seeks to inform staff of transversal provincial information and developments that is relevant and of interest to all staff.

The distribution is done via email and the document is mobile friendly.

Newsletter submissions and ideas can be emailed to the HOC and/or relevant communications contact person.

The newsletter is approved by the Director: Business Planning before distribution.

## 5. External Communication

External Communication refers to communication between the Department of Social Development and its target audiences, with the use of above, through, and below the line campaigns.

### **Who?**

The target audience for this type of message refers to members of the public identified by the Department to receive a specific message or call to action.

### **What?**

A campaign is a communications tool used to relay a specific message over a specified period of time. The message is repeated via identified communications channels to reinforce the message to a specific target audience.

The purpose of a campaign is to achieve identified goals within a prescribed timeframe. Campaigns for the Department are identified and included in the annual departmental Communications Plan.

Specific campaign examples for DSD include: Don't Stay Silent – Report Abuse (Child Protection services); One Voice United Against Gender-Based Violence (VEP services).

### **When?**

The timing of campaigns are detailed in the communications plan and often linked to specific commemorative periods e.g. Child Protection Week and 16 Days of Activism. However, most campaign content is not time sensitive and can be used at any time of the year.

### **Where?**

DSD campaigns are generally flighted throughout the Western Cape. In some instances, campaign targeting is localised.

### **How?**

Campaigns are developed by the CU in conjunction with programmes, senior management, the Corporate Communications Directorate at DotP, and where applicable, the transversal media agency. Campaign activities are identified by the CU and these are implemented as per the campaign specifications.

Note: All public facing content, including campaign content, must be approved by the relevant Chief Director.

## 5.1 Departmental website

All content published on the DSD website is accessible by the public. This is an important tool used by members of the public to gain information about our services, organisations we fund, and how to make contact with us. Therefore, it is critical that all information, including contact numbers, is kept current. It is important for programmes, regions, and facilities to inform the CU immediately when there are changes particularly as it relates to contact persons and details as listed on the website.

Should a unit require content to be uploaded or updated on the DSD website, prior planning is required to facilitate the process below:

- A written request together with the approved content to be uploaded or updated onto the website should be forwarded to the designated communications contact point;
- Final web content must be signed off by the relevant Chief Director before it is published on the website.

Final, approved content must be submitted to the CU at least 2 weeks before the content is to appear on the website. Major updates to website content, such as database updates, should be provided to CU at least 1 month before it is to go live.

## 5.2 Advertising

Advertising is a communications tool specifically used to implement deliverables of an identified campaign. The CU is responsible for the development of the concepts, and where applicable, concept briefs. It is the CU's responsibility to liaise with Corporate Communications at the DotP as well the WCG transversal communications service provider for all services. As part of paid-for campaigns the following media are used:

### 5.2.1 Print

Print media includes newspapers, pamphlets, posters etc. When print collateral is required but not listed and budgeted for in the communications plan, the CU can assist with the design of the product. Print-ready files will be provided to the requestor but it is their responsibility to carry the associated printing costs.

Note: Statutory adverts as per the Children's Act have been excluded from the current transversal communications contract. The placement of, as well as payment for these adverts is the responsibility of the relevant region and/ or programme.

## 5.2.2 Radio

Radio is a traditional form of advertising but still carries value, particularly in rural communities where internet access is not as wide-spread or reliable as in the metro regions. This channel of advertising is linked to campaigns detailed in the communications plan.

## 5.2.3 Out of Home

Out of Home media is used in high-traffic areas and includes billboards placed on highways; branded public transport vehicles and terminus infrastructure, changing rooms and bathrooms in public places such as shopping centres. This channel presents an opportunity for micro-targeting, for example, branding the interior of a taxi on a specific route, within a specific community.

## 5.2.4 Digital

Digital media includes social media platforms, Google search words, digital banners and emailers. The Department of Social Development uses the WCG social media accounts when promoting digital campaigns content.

## 5.3 Events

The Department defines an event as a planned activity and/or public occasion with a shared objective hosted at a venue or along a route or precinct.

Participants can include the general public, stakeholders, NGOs and/ or other government departments. Examples of events are launches, launches of new facilities, marches, awareness drives and conferences.

The responsibility for all logistics and payments of the event is borne by the organising unit, region or facility. According to protocol, an invitation must be extended to the Minister at least one month prior to the event.

If event support is required (providing the requestor with branding) contact CU three weeks in advance to book your branding to ensure availability. It is the responsibility of the requestor to collect and return branding.

If time frames are not complied with, the unit cannot guarantee assistance, as planned operational demands will be prioritised.



## 5.4 Media interaction

Media interaction is the use of the media as a channel to relay pertinent information to the public. It is the responsibility of the Head of Communications and the Media Liaison Officer to liaise with the media on behalf of the DSD.

Officials are reminded that any comments made on a public platform whilst representing the Department can be attributed to you and reported on in the media. This includes speeches or addresses given at events, conferences, open days, and meetings arranged by other Departments and NPO partners.

In specific circumstances, for example, where the participation of programme experts are required, Departmental officials may engage with the media and as such, it remains at the discretion of both the Provincial Minister and the HOD to identify individuals within the Department to liaise with media on specific matters.

If a Region or Programme is invited to participate in an interview, the request must be sent to the CU together with the questions or talking points and answers or scripts for final message alignment and approval, at least 24 hours prior to the interview taking place.

## 6. The WCG Brand

Our brand is a combination of who we are and what we offer. The WCG's brand promise comprises two concepts, communicated simultaneously, 'Optimism and Worth'. The new slogan is WCG 'FOR YOU'. The slogan is not the brand, instead it is one device to help communicate our brand promise.

### 6.1 Importance of a brand

- To communicate a uniform message with a strong single voice when engaging with citizens and officials;
- For credibility, visibility, and identification; and
- To represent the Western Cape Government with excellence, coherence and clarity.

All documents, for example presentations, reports, and internal and external correspondence produced within the Department must be aligned to the provincial Corporate Identity Guide to ensure brand compliance. These templates are available on MyContent.

### 6.2 Co-branding

Co-branding refers to the practice of DSD and a stakeholder (i.e. WCG department, parastatal, NPO or business partner) contributing to a specific document, or campaign and issuing joint marketing material.

#### How?

- Contact the CU with the request for co-branding support;
- The CU contact person will forward the co-branding rules and application form;
- Complete the form and submit to the CU.

### 6.3 Branded products

Branded products have been developed to reinforce the Western Cape Government brand. Contact the CU before procuring any items which feature the brand to ensure brand integrity and compliance. The budget for procurement of branded products remains with regions, programmes and facilities.

#### 6.3.1 Banners

Only banners that have been approved in terms of the Western Cape Government brand may be used and are as follows:

- Pop-up banners

- Media backdrop banner
- Stage banner
- Tablecloths
- Roll-up banners
- Tear drop banners
- Gazebo

### 6.3.2 Artwork

Artwork and templates for stationery is available on [MyContent](#) for use by DSD staff. When using these templates, do note that the logo as well as its positioning must not be manipulated in any way. Documents displaying distorted logos are damaging the WCG brand integrity and calls into question the veracity of the document's origin.

### 6.3.3 Design requests

The CU has an internal briefing document which must be completed by the requestor to assist the unit in developing appropriate artwork as well as messaging that aligns to, and ensures the integrity of the WCG brand.

- The brief and the accompanying content are used as the basis for the conceptualisation phase of the product.
- The CU will develop the content in conjunction with the relevant programme/ unit.
- Once the draft product is developed, the “3-revert rule” will be strictly applied.
- The 3-revert rule refers to clients being allowed to make minor author's corrections up to three times. If major changes are required, the job may be sent to the back of the queue, which will result in the delayed delivery of your product.

Timeframes are wholly dependent on what is required for each job and can vary from one week to three months. Contact the Communications contact point timeously to ensure delivery of the product.

### 6.3.4 Signage

Signage refers to the use of sign boards to communicate the Department's name and location as well as way signage. The role of CU is to facilitate the approval of artwork via Corporate Communications at DotP.

## 7. Conclusion

The aim of this document is to guide colleagues toward an effective communication process. Queries related to this document may be emailed to the Head of Communications:

[Esther.Lewis@westerncape.gov.za](mailto:Esther.Lewis@westerncape.gov.za)



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