



## KWAZULU-NATAL PROVINCE

TREASURY  
REPUBLIC OF SOUTH AFRICA

### DIRECTORATE: CORPORATE COMMUNICATION

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Reference Number:

## PROGRAMME OF ACTION

### KZN TREASURY'S PROGRAMME OF ACTION

(Internal & External events with Provincial Events up to March 2026)

<b>March</b>  <i>"Human Rights Month"</i>	<ul style="list-style-type: none"><li>• <b>External Event:</b> Tabling of the Provincial Budget- 25 March 2025</li><li>• <b>External Event:</b> Post-Budget Breakfast by Sanlam- March 2025</li><li>• <b>External Event:</b> Post-Budget Engagements. i.e. Academia, Communities, etc.</li><li>• <b>Premier's OSS-DDM Imbizo: Amajuba</b></li></ul>
<b>April</b>  <i>"Freedom Month"</i>  <i>"Tumeric Project"</i>	<ul style="list-style-type: none"><li>• <b>Internal Event:</b> MEC welcomes new interns: 11 April</li><li>• <b>Internal Event:</b> MEC meeting with Budget Analysts</li><li>• <b>Department Budget Day (Vote 6)</b></li><li>• <b>External Event:</b> ILembe District Tumeric Project</li><li>• <b>Provincial Event:</b> Freedom Day, 27 April</li><li>• <b>Premier's OSS-DDM Imbizo</b></li><li>• <b>External Event:</b> Ilembe District</li></ul>
<b>May</b>  <i>"Workers' Month &amp; Africa Month"</i>	<ul style="list-style-type: none"><li>• <b>Internal Event:</b> MEC addresses Provincial Treasury employees</li><li>• <b>Internal Engagement:</b> MEC engages with Labour on the changing nature of the working environment due to fiscal changes and the need to work together to achieve common goals.</li><li>• <b>External Event:</b> Treasury leads PPP Summit (Invite Trade Union leaders)</li><li>• <b>External Event:</b> Workers' Parliament – Treasury presentations at the Workers' Parliament</li><li>• <b>Premier's OSS-DDM Imbizo</b></li></ul>



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<b>June</b>  <i>"Youth Month"</i>	<ul style="list-style-type: none"> <li>• <b>External Event:</b> Youth Career Expo</li> <li>• <b>External Event:</b> Treasury / Local Government Training Workshop for young entrepreneurs</li> <li>• Engagement: MEC to engage with Economic Development- Ministry to advise</li> <li>• Provincial Youth Celebration by OTP</li> <li>• <b>Premier's OSS-DDM Imbizo: Ilembe</b></li> </ul>
<b>July</b>  <i>"Men's Month/Savings Month"</i>	<ul style="list-style-type: none"> <li>• <b>External Event:</b> Podcast series on fiscal discipline (partner with Sanlam)</li> <li>• <b>External Event:</b> Mandela Day</li> <li>• <b>External Event:</b> Workshop with young entrepreneurs in Oceans Economy (focus on niche sectors)</li> <li>• <b>Internal Event:</b> Men's Month engagement (focus on domestic violence)</li> <li>• <b>Premier's OSS-DDM Imbizo</b></li> </ul>
<b>August</b>  <i>"Women's Month"</i>	<ul style="list-style-type: none"> <li>• <b>Internal Event:</b> HOD meets with women managers</li> <li>• <b>External Event:</b> 1 Day Local Government Workshop through SALGA. To invite AG's Office &amp; National Treasury.</li> <li>• <b>External Event:</b> SMME Summit (partner with Business Day)</li> <li>• Provincial Women's Month by OTP</li> <li>• <b>Premier's OSS-DDM Imbizo</b></li> </ul>
<b>September</b>  <i>"Heritage Month"&amp; "Multi-Planting Season"</i>	<ul style="list-style-type: none"> <li>• <b>Internal Event:</b> Staff Celebrates Heritage Month</li> <li>• <b>External Event:</b> Launch Multi-Planting Season/any outreach anywhere by KZN Treasury</li> <li>• <b>MEC's birthday Month:</b> He celebrates his birthday with an under-privileged household or home (Old Age Home/ Orphanage/ Child or Youth-headed household).</li> <li>• Provincial Event: UMkhosi weLembe in KwaDukuza</li> <li>• <b>Premier's OSS-DDM Imbizo</b></li> </ul>
<b>October</b>  <i>"Transport Month"</i>	<ul style="list-style-type: none"> <li>• <b>External Event:</b> Community engagement in preparation for the Provincial Budget Adjustments</li> <li>• Provincial Event: Launch of Transport Month</li> <li>• Provincial Event: Launch of Multi-Planting Season</li> <li>• <b>Premier's OSS-DDM Imbizo</b></li> </ul>
<b>November</b>  <i>"Disability Month"&amp; "16 Days of Activism Against"</i>	<ul style="list-style-type: none"> <li>• <b>Internal Event:</b> Launch of 16 Days of Activism, World Aids Day, Persons with Disability (Candle Lighting Ceremony – 25 November)</li> <li>• <b>External Event:</b> Tabling of the Provincial Budget Adjustments</li> </ul>



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TREASURY  
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<i>Women and Children Abuse</i>	<ul style="list-style-type: none"><li>• <b>External Event:</b> SCM-led high-level workshop with the eThekweni Disability Chamber with MEC and HOD officiating.</li><li>• <b>Premier's OSS-DDM Imbizo</b></li></ul>
<b>December</b>  <i>"Christmas Eve/Festive Season"</i>	<ul style="list-style-type: none"><li>• <b>Internal Event:</b> Commemoration of World Aids Day</li><li>• <b>Internal Event:</b> Department's Year End event (Service Excellence Awards)</li><li>• <b>External Event:</b> World Aids Day (Ilembe District)</li><li>• <b>External Event:</b> Day of Reconciliation (16 December)</li><li>• <b>External Event:</b> Disability Parliament</li></ul>
<b>January 2026</b>  <i>"Back to school"</i>	<ul style="list-style-type: none"><li>• <b>External Event:</b> MEC participates in this Legislature-led School Functional Monitoring. MEC will be in Ilembe District.</li></ul>
<b>February 2026</b>  <i>"Month of Love" &amp; "Budget Preparation Season"</i>	<ul style="list-style-type: none"><li>• <b>External Event:</b> Pre-Budget Preparations – Pre-Budget Public Engagements</li><li>• <b>External Event:</b> MEC engages the Business Fraternity on the fiscal environment versus the desired economic landscape in the province.</li></ul>
<b>March 2026</b>  <i>"Human Rights Month"</i>	<ul style="list-style-type: none"><li>• Tabling of the Provincial Budget for 2026/2027 financial year.</li></ul>



**KWAZULU-NATAL PROVINCE**

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# **COMMUNICATION STRATEGY 2025-2030**

## STRATEGY APPROVAL

The signatory hereof, being duly authorised thereto, authorise the execution of the work detailed herein, or confirm their acceptance of the contents hereof and authorise the implementation/adoption thereof as the case may be, for and on behalf of the parties represented by them.

  
 -----  
**Mr. Francois Rodgers**  
**MEC – KZN Provincial Treasury**

  
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**Date**

## AMENDMENT HISTORY

Revision of the Strategy	Date
1 <sup>st</sup> date of Approval	
Date of Last Review	
Date of Next Review	

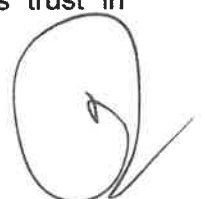
## Contents

1. INTRODUCTION .....	2
2. LEGISLATIVE MANDATE .....	3
3. OVERALL OBJECTIVE OF THE STRATEGY .....	3
4. KZN TREASURY'S CONTRIBUTION TO NATIONAL & PROVINCIAL PRIORITIES.....	3
5. BACKGROUND AND OBJECTIVE.....	5
6. PROVINCIAL TREASURY'S VALUE PROPOSITION .....	7
7. CONTEXT OF THIS COMMUNICATION STRATEGY.....	7
8. LATEST GCIS RESEARCH RESULTS .....	9
9. CURRENT ENVIRONMENT AS IT IMPACTS ON KZN TREASURY COMMUNICATION .....	11
10. IMPACT OF POLITICAL, ENVIRONMENTAL, SOCIAL, TECHNOLOGICAL, ECONOMIC AND LEGAL ISSUES ON TREASURY COMMUNICATION.....	11
11. SWOT ANALYSIS FOR COMMUNICATION.....	14
12. COMMUNICATION AND MARKETING THEME & MESSAGES .....	17
13. KEY MESSAGING .....	17
14. TARGET AUDIENCES.....	18
15. COMMUNICATION CHANNELS FOR DIFFERENT STAKEHOLDERS .....	19
16. RAPID RESPONSE (CRISIS) COMMUNICATION.....	20
17. CRITICAL SUCCESS .....	21
19. MONITORING AND EVALUATION .....	23
20. CONCLUSION .....	26



## 1. INTRODUCTION

- 1.1 In terms of Chapter 3 of the Government Communicators' Handbook, the Executive Authority is the Chief Communicator, the face and voice of the Department.
- 1.2 This Communication Strategy will play a significant role in how the people of KZN and all other stakeholders will measure, critique and observe the performance of the Executive Authority and the KZN Treasury department.
- 1.3 The essence of KZN Treasury's mandate is to create an environment characterised by sound financial management practice and prudent fiscal management to achieve and sustain good governance in the Provincial Administration.
- 1.4 The focus is also to promote sound processes, controls and improved capabilities in departments, municipalities and public entities in order to eliminate unauthorised, irregular, fruitless and wasteful expenditure and improve audit outcomes.
- 1.5 Through carefully planned internal and external engagements, Corporate Communication undertakes to create a fluid, proactive, regular and honest two-way communication between KZN Treasury and its stakeholders. This will be regulated by clear communication protocols as defined by Government Communication and Information System.
- 1.6 The intention is to ensure a sustained, improved and developmental communication approach that does not only empower stakeholders with information and opportunities, but also guarantees extended geographical, psychological and sentimental footprint for KZN Treasury (we want to touch the minds and hearts of all our stakeholders throughout the province). The strategy seeks to enhance the level and nature of engagement to enhance transparency, accountability and impact positive on the citizen's trust in government.



## **2. LEGISLATIVE MANDATE**

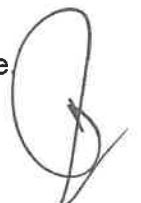
- 2.1 Government Communicators' Handbook issued by Government Communication and Information System (GCIS) established in terms of Section Seven (subsections two and three) of the Public Service Act, 1994.
- 2.2 Promotion of Access to Information Act Number 2 of 2000.
- 2.3 King IV Code of Good Corporate Governance.

## **3. OVERALL OBJECTIVE OF THE STRATEGY**

- 3.1 The overall objective of this strategy is to ensure effective and efficient corporate communication as well as to promote a positive image of the MEC, HoD and the Department in line with the legislative mandate.
- 3.2 The other objectives include: -
  - 3.2.1. Positively profiling the MEC, HOD and the programmes of the department internally and externally, using various media platforms available.
  - 3.2.2. Ensure development, management and maintenance of strategic relations between the department and relevant stakeholders.
  - 3.2.3. Effective and efficient marketing of planned events.
  - 3.2.4. Enhanced understanding of the role of Provincial Treasury in the government machinery by the public
  - 3.2.5. Improved relations with the media to enhance the department's exposure through value added propositions.

## **4. KZN TREASURY'S CONTRIBUTION TO NATIONAL & PROVINCIAL PRIORITIES**

- 4.1 KZN Provincial Treasury is responsible for the mobilisation, allocation and monitoring of financial resources that are aimed at implementing these priorities.
- 4.2 This transversal role is performed at two levels, i.e. leading role and supportive role



In terms of the Medium Term and Development Plan 2024-2029, Provincial Treasury directly responds towards achievement of the following priorities:

- Inclusive economic growth and job creation
- Building a capable, and ethical state.
- Ensuring economic transformation and job creation

Furthermore, KZNPT contributes towards the achievement of the following Provincial priorities:

- Building a capable, and ethical state.
- Ensuring economic transformation and job creation.

Whilst in terms of The KZN Provincial Growth and Development Strategy (PGDS) Provincial Treasury contributes to the: -

- Strategic Goal 6: Governance & Policy; Objective 6.2: Build Government Capacity, & Objective 6.3: Eradicate fraud & corruption.

4.3 There are specific interventions assigned to KZN Provincial Treasury. They are as follows:

- To implement Financial Recovery Plan to stabilise fiscus to ensure service delivery.
- To implement the Municipal Rescue Plan to support municipalities towards improved audit outcomes and financial viability
- To implement Operation Clean Audit Plan (Audit improvement and capacity).

4.4 KZNPT's strategic focus over the MTDP 2024-2029 is to instil financial management discipline in the province. The widely reported economic downturn due to a multiplicity of factors globally and nationally has resulted in the shrinking of the fiscal envelop. The province has consequently experienced budget cuts. Limited financial resources and competing service delivery requirements by the citizens necessitate targeted responses.

The departmental commitment is to work tirelessly towards making every rand count and change the lives of the communities. A Provincial Financial Recovery Plan has been developed to drive the required financial reforms and enhance the fiscal sustainability that is urgently required. Furthermore, ongoing efforts are made to employ innovative ways to improve both the generation and efficient collection of government owned revenue.

- 4.5 The state of the economy and the provincial financial position dictate that institutions of government spend allocated funds wisely and ensure value for money. KZNPT is at the centre of fiscal stability and sound financial management in the province.
- 4.6 The change that is expected through the departmental efforts is clearly articulated in its impact statement of “Inspiring and Enabling Financial Stability” in the Public Sector by 2030 through KZNPT's support to enhance service delivery to the KZN citizens”.
- 4.7 This paints a full picture of what it is that must shape the departmental communication approach and informs the focus of our communication.

## 5. BACKGROUND AND OBJECTIVE

- 5.1 The objective of this strategy is to provide strategic communication that is effective and responsive service to all Treasury Programmes.
- 5.2 The long-term plan is for the current Communication Unit to develop into an effective internal agency providing cutting edge communication solutions to its clients (Departmental Programmes from 1-5) and the public.
- 5.3 A free flow engagement between the Communication Unit and Programmes will be a crucial ingredient for the success of this plan.
- 5.4 A monthly report for the MEC, HOD and Chief Director for Corporate Services (*due within 7 working days of the end of each quarter – Q1 report due during the 1<sup>st</sup> week of July and so on*) of the implementation of this strategy will include the following areas of focus:



ACTIVITY	OUTPUTS
Internal Communication	Total number of <b>internal</b> communication activities conducted
Departmental Publications	Number of departmental <b>publications</b> communicating the campaign
Media Engagement	Number of:  Media advisories and media statements issued  TV and Radio interviews conducted  Media briefings conducted  Opinion pieces placed  Nature of coverage received  Total number of people reached (Estimate)
Marketing and Advertising	Number of:  TV and Radio products (including community radio)  Print products  Digital products placed  People reached
Social Media and Website	Number of posts: Facebook, Twitter/X and TikTok. Number of people reached combined
Community Outreach and Public Engagements	Number of outreach activities conducted Number of people reached No. of PT services promoted



The overall objectives of the strategy include:

- Enhanced transparency and public financial management.
- Engage stakeholders effectively including government entities businesses and the public Promote accessibility to budgetary and financial information.
- Improve internal communication within treasury.

## **6. PROVINCIAL TREASURY'S VALUE PROPOSITION**

- 6.1 Treasury's vision is to be "Be the leader in ethical, fiscal, and financial management in the country". The mission being "to build a capable, ethical public service through embedding prudent financial management and fiscal discipline."
- 6.2 The value proposition is to empower KwaZulu-Natal through sound financial management, transparent governance and strategic resource allocation to drive economic growth whilst enhancing public service delivery and long-term fiscal sustainability.
- 6.3 This vision represents the "value proposition" of the department, which drives all activities of the Treasury team and informs the allocation of resources to support the achievement thereof.
- 6.4 The value proposition will be communicated extensively to employees and stakeholders through all day-to-day interaction with stakeholders in various communication platforms to create an understanding of the critical role of the department in ensuring effective and efficient utilisation of public funds.

## **7. CONTEXT OF THIS COMMUNICATION STRATEGY**

- 7.1 The citizens of this province are entitled to government information as declared under the Promotion of Access to Information Act Number 2 of 2000. The Act promotes public and individual access to information and transparency as pillars of a democratic society.



- 7.2 In addition, the King IV Code of Good Corporate Governance emphasizes ethical leadership, stakeholder inclusivity and sustainable development to enhance organisational performance and build trust.
- 7.3 In Chapter 8, the Code states that, “an organisation should proactively deal with stakeholder relationships, build and maintain stakeholder trust and confidence using transparent and effective communication”.
- 7.4 Critically, the work of Communications Unit is based on the Provincial Communication Strategy as developed by the Communication Unit in the Office of the Premier, working with Heads of Communication in all Departments and Government Communication and Information System (GCIS).
- 7.5 The strategy will promote and support the implementation of the Provincial Recovery Plan, Integrated Audit Improvement Strategy as well as the Integrated Provincial Treasury’s Municipal Support Programme as some of the key resolutions of the KwaZulu-Natal’s Provincial Lekgotla resolutions for 2025/2026 financial year.
- 7.6 GCIS has assigned a responsibility to communication units in various spheres of government to promote harmonious relationship between government and the citizens through constant dialogue.
- 7.7 In view of the above, the Executive Authority is the face and voice of KZN Treasury and therefore the Chief Communicator. This strategy will play a significant role in how the people of KwaZulu-Natal and all other stakeholders observe the achievements of the Executive Authority.
- 7.8 Undoubtedly, well-informed citizens are more likely to be satisfied with KZN Treasury due to its positive track record and audit outcomes and therefore more supportive of the work of the Executive Authority. This positivity must be maintained through effective and transparent cross-sectional societal engagements.



## 8. LATEST GCIS RESEARCH RESULTS

GCIS, 15 Oct – 30 Nov 2024

### WHAT CONCERNS THE MAJORITY OF SOUTH AFRICANS...AND OUR STAKEHOLDERS?



**Jobs and low economic growth**



**The manner in which services are delivered to communities**



**Perceptions and cases of corruption**



**High Levels of Crime**



**Tough times! Rising costs of living**



**Social cohesion...nation building...resistant racism**



**Gender Based Violence & Femicide**

## CURRENT PUBLIC MOOD REQUIRES A GOVERNMENT MESSAGE THAT INSPIRES

### Domestic public opinion shows:

- **Morale still low** due to unemployment, crime and corruption, and Rate of Service Delivery
- **Massive trust deficit** driven by perceptions on corruption/dishonesty.
- **Lack of service delivery** – dysfunctional municipalities

### Global perceptions of South Africa show:

- **Concerns** about safety and crime and public governance



**Radical intervention needed because  
TRUST MUST BE REBUILT!**

Rising poverty and inequality necessitate a call to KZN Citizens to build together

The message of Government should provide **HOPE** and give **CLARITY**



### INSPIRATIONAL AND BOLD LEADERSHIP

Empowers citizens to participate in the 'social compact'



### INFORMATIVE

Ensure information is understood and keeps citizens interested.

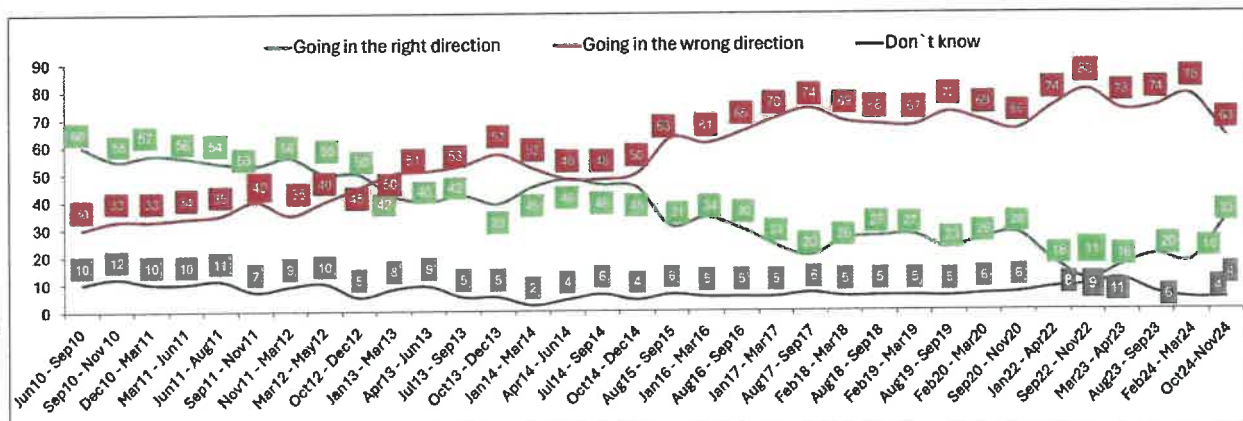


### INCLUSIVE

Enhance citizen engagement - gives gravitas to 'Leave no one behind'

## PUBLIC OPINION | DIRECTION OF THE COUNTRY

Question: If you think of the direction in which the country is going, would you say that the country is going in the right direction or going in the wrong direction?



- The current findings reveal a notable decline in pessimism, dropping from 78% in March 2024 to 63% in November 2024. This shift in public sentiment may be influenced by factors such as media coverage, the formation of the 7<sup>th</sup> Administration adopting a government of national unity, and the daily experiences of South Africans.
- Additionally, the data suggests that those who have shifted from a negative outlook now believe the country is moving in the right direction.

These graphs send a message to government that strategic public engagements need to be undertaken in order to respond to community perceptions and concerns. KZN Treasury, in line with its own mandate, will roll out engagements that are meant to promote good financial governance and financial planning for communities at large. The Strategy will be used to market and showcase KZN Treasury's public engagements.

## 9. CURRENT ENVIRONMENT AS IT IMPACTS ON KZN TREASURY COMMUNICATION

- 9.1 Client satisfaction survey late 2023: survey has been undertaken internally, late last year. Judging by the comments made, whilst there were no major issues that were raised in relation to communication, staff engagement through strategic programmes and policies have helped to create a culture of dialogue internally. Furthermore, based on our engagement with the public on our social media platforms, we can conclude that there is fairly good level of satisfaction as complaints are rarely made against the department.
- 9.2 The character and personality of the Member of the Executive as well as his willingness to engage, creates a positive atmosphere for interactions and favourable media engagements.

## 10. IMPACT OF POLITICAL, ENVIRONMENTAL, SOCIAL, TECHNOLOGICAL, ECONOMIC AND LEGAL ISSUES ON TREASURY COMMUNICATION

- 10.1 The table below reflects an internal assessment of the environment in which the communication team operates in and must respond to:

### PESTEL APPROACH

Political	Economic	Social	Technology	Environment	Legal
The nature of our politics is such that the mainstream media, primarily,	Slow economic recovery and lack of jobs are the focus of media due to	According to the Periodic GCIS Customer Satisfaction Survey and the	The existence of the Provincial Digital Policy, KZN	Global warming, veld fires, floods and destruction of	The existence of a progressive Constitution with a Bill of

is critical of government. Their coverage revolves mainly on the lack of service delivery, maladministration, inefficiencies and crime and this leave little room for government to convey positive stories on service delivery.	the resultant effects, namely crime and poverty. These tend to dominate media space and leave less room for positive news.	Government Tracker Perception Survey, government is doing well on social grants, education and health services, however, we want to communicate more on other forms of social benefits, but we are hamstrung by other limited government services.	Treasury's IT Governance Policy are acting as a springboard for enhanced digital communication to engage our techno savvy audience.	infrastructure, drought occupy media space with little room for government service delivery stories.	Rights, Promotion of Access to Information Act paves the way to ensure two-way communication between government and its stakeholders.
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<p>The Seventh Administration's work is characterised by coverage that is leaning towards a perceived tussle for authority and political dominance- a perception that only hard news sells.</p>	<p>The widespread perception created by Departments that KZN Treasury has not given them money when they fail to pay suppliers is a reputational risk to Treasury and could generate negative publicity. We need to emphasise the narrative that Treasury does not give Departments money to pay suppliers, but Departments themselves pay suppliers using their own allocations.</p>	<p>The existence of criminality and social ills in society creates a difficult environment to occupy media space with positive coverage.</p>	<p>Cutting edge technology is available in the market. Communications must develop a clear, forward thinking communication framework which is enhanced by the latest cutting-edge technology tools. These cut across broadcasting, print and electronic media.</p>	<p>The citizens are receptive to a change in government, and currently pin their hopes on the GPU meeting their service delivery requirements.</p> <p>A potential <b>THREAT</b> could be the interpretation of Treasury's role to members of the public. Departmental supplier payments must be clarified to mitigate undue <b>Reputational Risk</b>.</p>	<p>The legal framework is fluid and non-restrictive. It assists in the promotion of communication and the ease with which communication tools can be employed to reach multiple publics via the available multiple media channels.</p>
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10.2 With the above being said, Communication Unit will ensure that criticism and negative feedback are responded to with facts and proactive marketing of positive work


undertaken by KZN Treasury. This will be an ongoing effort which will be sustained through the implementation of the strategy.

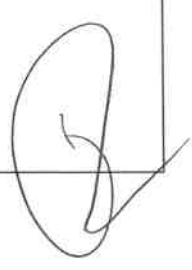
- 10.3 The existence of platforms such as KZN Online, Digital Simama Publication and our online Newsletter (e-Dialogue) gives us an added advantage to further share information with our stakeholders using our online platforms. These are monitored through tracking reviews and commentary, Provincial WhatsApp line as well as our general Communication email address.

## **11. SWOT ANALYSIS FOR COMMUNICATION**

- 11.1 The table below reflects on the strengths, weaknesses, opportunities and threats that apply to the communication team:

A handwritten signature in black ink, consisting of a large, stylized 'Q' or 'G' shape followed by a long, sweeping horizontal line.

STRENGTHS	WEAKNESSES
<p>Good relations with the media.</p> <p>The Unity of Communication Units in Departments enables joint processing of news and sharing of platforms to benefit the public.</p> <p>The Communication Unit has staff with the necessary qualifications, backgrounds, and experience.</p> <p>PT 16 years' consecutive clean audit. Communication is able to portray a Department that has a well-established good financial governance culture when interacting with external stakeholders.</p> <p>Leading SCM in the province</p> <p>Treasury's technical support to Departments and Public Entities, gradually yields positive outcomes every year.</p> <p>Provincial Bank Account remains cash positive</p>	<p>Budget constraints which may result in inadequate funding of communication and communication campaigns.</p> <p>Due to devastating impact of COVID-19, most media houses rely on paid up advertorials to cover activities while our small budget inhibits constant purchase of various media spaces to market the Department.</p> <p>Negative perceptions such as issues of corruption, fraud and poor service delivery make people see the entire government as corrupt and inefficient.</p> 

OPPORTUNITIES	THREATS
<p>Positioning the GPU as the best option for KwaZulu-Natal</p> <p>Setting the tone and communicating our position on the need to strengthen financial and fiscal management.</p> <p>Visibility in championing Operation Clean Audit in the Province through various platforms including media.</p> <p>Regular communication of the programmes and/or plans about Operation Clean Audit at various platforms including media where possible.</p> <p>Regular updates on the purpose, functions and achievements of the Infrastructure Crack Team that helps to unlock infrastructure programmes and service delivery with various Departments.</p> <p>Improved public and stakeholder engagement with the express purpose of clarifying Treasury's role within government.</p> <p>Dialogue with municipalities, professional bodies, key sectors of the economy and financial institutions.</p> <p>Leading the narrative on the reduction of poverty and ensuring socioeconomic development through deployment of resources.</p> <p>Educate government institutions and public on the activities regarding Independent Assurance Provision on financial Management in the Province through Internal Audit (PIAS) and Audit Committee (PARC).</p> <p>Treasury is taking the lead in the financial recovery plan and must ensure transparency and regular progress updates to the public</p>	<p>Pushback against GPU.</p> <p>Perceptions/ existence of collusion and the corruption in awarding of tenders.</p> <p>Service delivery protests.</p> <p>High projected over expenditure</p> <p>Conflicting views about the strength (or lack thereof) of both the GNU and GPU</p> <p>Departments using Treasury as a backstop- "cash blocking" for example casting Treasury in a bad light.</p> <p>Negative perception that KZN Treasury does not give Departments money to pay suppliers as well as insufficient understanding of Treasury's mandate which could result in protest action, industrial unrest and general public dissatisfaction.</p> 

## 12. COMMUNICATION AND MARKETING THEME & MESSAGES

- 12.1 The purpose of the communication theme is to create a simple, punchy and memorable statement that will be included in all forms of communication and marketing to ensure a seamless message from KZN Treasury to all target audience groups. The theme also seeks to present information in a manner that will appeal to all stakeholder groups.
- 12.2 Messages will be tailored for each audience and delivered through the most appropriate communications channels.
- 12.3 KZN Treasury's approved Pay-off-Line is **"INSPIRING AND ENABLING FINANCIAL STABILITY"**
- 12.4 The Provincial Government's main slogan is **"Growing KwaZulu-Natal Together"**. The Department's pay-off-line or slogan can be used as a sub-slogan and should reflect in all the Department's official templates wherever possible.

## 13. KEY MESSAGING

- **Financial responsibility:** ensuring accountability and efficient use of public funds
- **Transparency:** Open Access to financial information and budgets
- **Economic growth:** promoting responsible spending for economic stability
- **Stakeholder engagement:** collaborating for better financial governance
- **Service delivery:** efficient financial management for public benefit



## 14. TARGET AUDIENCES

Internal	External
<ul style="list-style-type: none"> <li>▪ EXCO</li> <li>▪ MANCO</li> <li>▪ Labour</li> <li>▪ All categories of staff</li> <li>▪ Government Departments</li> <li>▪ Municipalities</li> <li>▪ Public Entities</li> <li>▪ Executive Council</li> <li>▪ Legislature</li> <li>▪ Heads of Departments</li> <li>▪ Chief Financial Officers</li> <li>▪ SCM Heads</li> </ul>	<ul style="list-style-type: none"> <li>▪ Media</li> <li>▪ Banks</li> <li>▪ Special interest groups (Women, Youth, Environmentalists, Faith-based)</li> <li>▪ Small and informal business sector</li> <li>▪ Suppliers to government</li> <li>▪ Business Chambers</li> <li>▪ Professional Bodies (SAICA, ABASA, AWCA, PPF etc)</li> <li>▪ Academia</li> <li>▪ International community (Consuls-General)</li> <li>▪ Communities</li> </ul>



## 15. COMMUNICATION CHANNELS FOR DIFFERENT STAKEHOLDERS

AUDIENCE	CHANNEL
<b>Internal</b>	<ul style="list-style-type: none"> <li>▪ Intranet (100% uptime and updated weekly), Treasury newsletter</li> <li>▪ Induction programme, Workshops and Internal events</li> <li>▪ Notice boards</li> <li>▪ Team meetings</li> <li>▪ DGL</li> <li>▪ Website</li> <li>▪ Bulk SMS</li> <li>▪ Diaries</li> <li>▪ Calendars</li> <li>▪ Notebooks</li> <li>▪ Department's Social Media pages (fb, X, Insta, TikTok)</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>▪ Webinars, Live Facebook, online radio station/television station/YouTube Channel</li> <li>▪ Mainstream Media (print and broadcast)</li> <li>▪ Community Media (print and broadcast)</li> <li>▪ Budget Speech, Annual Reports, Green Book</li> <li>▪ Outdoor branding</li> <li>▪ Email signature</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Events, Exhibitions and Activations</li> <li>▪ Advertising and campaigns</li> <li>▪ Trade magazines</li> <li>▪ Simama Newspaper (Provincial Publication)</li> <li>▪ Pamphlets/Flyers</li> <li>▪ Community Events</li> <li>▪ Strategic Engagements</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>▪ Press releases</li> <li>▪ Media briefings</li> <li>▪ Media tours</li> <li>▪ Media networking forums</li> <li>▪ Editors' breakfast with Executive Authority</li> <li>▪ Video clips</li> <li>▪ Voice clips</li> <li>▪ Physical visits to newsrooms</li> <li>▪ Cameo appearance during key breakfast shows</li> </ul>

## 16. RAPID RESPONSE (CRISIS) COMMUNICATION

16.1 Crisis shall refer to any issue in the public domain that is potentially damaging to the MEC, HOD and/or the department.

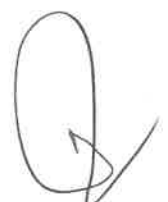
16.2 This communication process shall be handled by Ministry or by an appointed Task Team that incorporates Corporate Communication. Part of this will also be a dedicated response team to provide quick response to financial controversies and misinformation.

Corporate Communication will get directive from Ministry. *In other words, the **MESSAGE** is to be formulated by **MINISTRY** and the most effective means to transmit and amplify it to the public will be developed by **COMMUNICATIONS**.*

- 16.3 Clear protocols: The team tasked to deal with the crisis will report to the MEC, HOD and/or to whosoever is delegated to provide leadership and accurate consistent information. *The Single Point of Contact (**SPOC**) for **MINISTRY** is the Media Liaison Officer (MLO), through whom all communication to the MEC be channelled.*
- 16.4 Any issue in the public domain or with a potential of being in the public domain, that is damaging to the name of the political and/or administrative principal and the department shall constitute a crisis.
- 16.5 Media briefings would be critical to ensure regular updates and prevent speculation.
- 16.6 During a crisis, the Department will implement the Rapid Response Communication Manual to manage it and the plan will be shared via website and other internal platforms.

## 17. CRITICAL SUCCESS

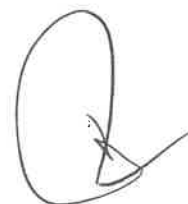
- 17.1 Below is a list of elements, which are considered vital for the success of this Department Communication Strategy because they have a direct impact on the effectiveness of the strategy:
- 17.2 KZN Treasury Communication Strategy requires an unfaltering effort in the whole organization from leadership through to all levels of employees, to uphold the brand and to take on the role of ambassadors;
- The Communication Strategy should be taken seriously and translate into concrete messages that are supported by everyone in the Department;
  - Communication should form part of the agenda in Executive Committee, Programmes and Sub-Programmes meetings (meeting should conclude on what matters can be communicated internally and externally).



- Optimum utilisation of all communication tools will ensure the successful execution of the strategy, with a strong focus on digital communication.
- Ensure visibility in KZN Online website (managed by Office of the Premier).
- Ensure presence in KZN Connect (the central information source App currently being developed by the Office of the Premier).
- Treasury should maintain good media relations to ensure that content about KZN Treasury programs, projects or interventions and services is shared or made available timeously to the media.
- Timeous liaison with the Communication Unit by Business Units is critical to ensure proper planning of communication support (which entails deployment of both human and material resources).

17.3 Projects or plans crafted by the Treasury work streams on the Cabinet-approved Cost-Cutting Measures and Provincial Financial recovery Plan will be communicated via the following communication avenues:

- KZN Treasury-managed Media Briefings
- Cabinet-managed Media Briefings
- Media Statements
- Social Media uploads
- Mentions in strategic business, Legislature and community platforms.
- Mention in the Provincial Adjustment Budget Speech (introduction/conclusion)
- Provincial Treasury brochures
- Website



## **18. MONITORING AND EVALUATION**

### **18.1 Assessment and Feedback Mechanisms**

The assessment of how effective the communication strategy is in responding to the information needs of the target audiences is important. Thus, the following performance indicators and tools will be used to ascertain how the strategy improves the awareness and knowledge about the programmes, projects, and services rendered by the KZN Treasury.

### **18.2 Media Monitoring and Analysis**

There should be a daily monitoring and monthly analysis of print and electronic media coverage in order to monitor the number of articles and radio clips about the Executive Authority, the tone of media coverage (positive, negative or neutral) and the prominence of the media coverage. This will inform required action, especially where coverage is negative. The Department has just enlisted the support of **Press Reader** and **Newsclip**. The analysis will reflect monthly changes as well as the value of the exposure received.

### **18.3 Market research**

Market research should be conducted annually to establish stakeholder perceptions and implement programmes to address concerns raised. The GCIS Research Unit will be of assistance in providing necessary research on matters of public perception and sentiments.

### **18.4 Website, Facebook and Twitter statistics and commentary**



Our focus on new media will be improved with specific additions such as boosting some content and including podcasting in our communication. Commentary or reactions on all social media platforms will be tracked to monitor stakeholder interactions and attitude. Website and social media monitoring tools will be used to analyse data from the website and social networks to generate analytical reports. Responses to public questions on social media platforms shall be responded to or consulted on daily, by Communications, latest within 24 hours.

### **18.5 Brand Consistency**

It is critical to recognise the importance of maintaining uniformity in look, touch and feel. To this effect, all email banners, signatures, communication artwork, infographics and tagline must conform to agreed-to standards. The formulation of the various items mentioned will be developed by Communications and presented to the MEC for final review and approval. Subsequent thereto, it will be applied across Treasury and Ministry alike.



## April 2025–March 2026 (South Africa)



April 2025	May 2025	June 2025	July 2025
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5	1 2 3	1 2 3 4 5 6 7	1 2 3 4 5
6 7 8 9 10 11 12	4 5 6 7 8 9 10	8 9 10 11 12 13 14	6 7 8 9 10 11 12
13 14 15 16 17 18 19	11 12 13 14 15 16 17	15 16 17 18 19 20 21	13 14 15 16 17 18 19
20 21 22 23 24 25 26	18 19 20 21 22 23 24	22 23 24 25 26 27 28	20 21 22 23 24 25 26
27 28 29 30	25 26 27 28 29 30 31	29 30	27 28 29 30 31
August 2025	September 2025	October 2025	November 2025
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2	1 2 3 4 5 6	1 2 3 4	1
3 4 5 6 7 8 9	7 8 9 10 11 12 13	5 6 7 8 9 10 11	2 3 4 5 6 7 8
10 11 12 13 14 15 16	14 15 16 17 18 19 20	12 13 14 15 16 17 18	9 10 11 12 13 14 15
17 18 19 20 21 22 23	21 22 23 24 25 26 27	19 20 21 22 23 24 25	16 17 18 19 20 21 22
24 25 26 27 28 29 30	28 29 30	26 27 28 29 30 31	23 24 25 26 27 28 29
31			30
December 2025	January 2026	February 2026	March 2026
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5 6	1 2 3	1 2 3 4 5 6 7	1 2 3 4 5 6 7
7 8 9 10 11 12 13	4 5 6 7 8 9 10	8 9 10 11 12 13 14	8 9 10 11 12 13 14
14 15 16 17 18 19 20	11 12 13 14 15 16 17	15 16 17 18 19 20 21	15 16 17 18 19 20 21
21 22 23 24 25 26 27	18 19 20 21 22 23 24	22 23 24 25 26 27 28	22 23 24 25 26 27 28
28 29 30 31	25 26 27 28 29 30 31		29 30 31

18 Apr 2025 • Good Friday  
19 Apr 2025 • Holy Saturday  
26 Apr 2025 • Easter Sunday  
21 Apr 2025 • Family Day  
27 Apr 2025 • Freedom Day  
28 Apr 2025 • Freedom Day observed  
1 May 2025 • Workers' Day  
11 May 2025 • Mother's Day  
7 Jun 2025 • Eid al-Adha  
16 Jun 2025 • Father's Day  
16 Jun 2025 • Youth Day

21 Jun 2025 • June Solstice  
27 Jun 2025 • Muharram/Islamic New Year  
18 Jul 2025 • Nelson Mandela Day  
9 Aug 2025 • National Women's Day  
8 Aug 2025 • Raksha Bandhan  
10 Aug 2025 • Jerneshram  
29 Aug 2025 • Ganesh Chaturthi  
5 Sep 2025 • Mānd un Nāh (Mānd)  
22 Sep 2025 • Navaratri  
22 Sep 2025 • September Equinox  
24 Sep 2025 • Heritage Day

2 Oct 2025 • Dussehra  
29 Oct 2025 • Dussehra/Deepavali  
18 Dec 2025 • Day of Reconciliation  
21 Dec 2025 • December Solstice  
24 Dec 2025 • Christmas Eve  
25 Dec 2025 • Christmas Day  
29 Dec 2025 • Day of Goodwill  
31 Dec 2025 • New Year's Eve  
1 Jan 2026 • New Year's Day  
2 Jan 2026 • Tweede Maars Jaar  
18 Jan 2026 • Jan and Mārij

16 Feb 2026 • Maha Shivaratri  
18 Feb 2026 • Ramadan Start  
21 Feb 2026 • Armed Forces Day  
3 Mar 2026 • Holi  
15 Mar 2026 • Lailat al-Qadr  
20 Mar 2026 • Eid al-Fitr  
20 Mar 2026 • March Equinox  
21 Mar 2026 • Human Rights Day

Annexure A: Programme of Action (attached) – add religious holidays for a wide cross-section of South African citizens

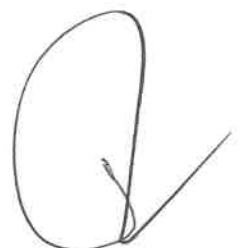
### INFOGRAPHICS

The above calendar reflects official South African public holidays as well as religious holidays. Communications Unit is to ensure that important dates, as reflected above are equally observed and celebrated through the preparation and posting of social media graphics which reflect the MEC's stance.

The MEC will approve all graphics before the final version is posted. The graphic options (**1<sup>st</sup> draft**) are to be shared and presented to ministry at least **14 working days** in advance, for each day being celebrated. The **final version** must be approved **7 working days** in advance of each day being celebrated. The single point of contact (SPOC) being the MLO.

## 19. CONCLUSION

- 19.1 This strategy advocates a proactive and integrated approach for KZN Treasury's communication plan which must be appropriately funded and measurable to ensure maximum impact. An annual implementation plan aligned to the strategy will be produced and submitted for approval to the MEC within the allocated financial resources.
- 19.2 A well-executed Communication Strategy ensures that KZN Treasury builds public trust promotes accountability and fosters strong stakeholder relationships for sustained financial governance.

A handwritten signature in black ink, consisting of a large, stylized 'Q' followed by a short horizontal line.