

- Development communication can be seen as a thread linking a number of national development initiatives aimed at eradicating socio-economic drawbacks.
- As development communication is practised in a number of spheres in which public policy is exercised – sanitation, health, safety, economic stability, agriculture, land rights, etc. the approach requires careful coordination if it is not to deteriorate into a haphazard and watered-down effort – doing the right thing in the wrong way!
- In South Africa, MPCCs have been identified as vehicles through which development communication activities can reach communities.
- It should be recognised that the development communication approach is wider than the MPCC initiative and drives the service and information delivery approach used by a number of government departments.

NB: For more information about development communication, visit the MPCC web page at: <http://www.gcis.gov.za/mpcc/>

4.8. MARKETING AND ADVERTISING

"Ad hoc communication is expensive and often wasteful. Furthermore, it often fails to meet targets and reach the right audiences where and when they are available".

Comtask Report

Comtask identified that much of government advertising is wasteful and that with better media planning, less *ad hoc* advertising and centralised bulk buying, substantial savings for government could be achieved.

Government advertising has many different forms, target markets and purposes. These include sales of unwanted equipment, recruitment advertising, tender notice, legal notice, auction notice and campaign communica-

tion. Each of these must carry with it a brand identity of government and your department.

Depending on your role in the communication chain, you may be called upon to promote, advertise or market the programmes and activities of your Department. Marketing, like any other communication project must deliver maximum service in the most cost-effective manner.

Launching an awareness campaign against the abuse of women

The Minister has asked you to head the team that will be responsible for marketing and advertising. This may look like a daunting task but if you just calm down and follow this friendly advice you will be the queen or king of government communicators.

A good starting point is a brainstorming session with your team. The session should focus on the following:

4.8.1 Creative Brief Development and Checklists

1. The campaign brief should be clear and specific.
2. Set clear objectives for the campaign.
3. The executional requirements and specifications should be clearly spelt out from the start.
4. Provide a detailed background around the campaign that you are hoping to launch.
5. It should have clearly identified campaign themes and target markets
6. Positioning of your department should be well articulated. For instance, your brief should reflect how you want to be perceived by the target market, how it should look and feel.
7. The Coat of Arms should be used for all your corporate imagery of all government campaigns so that the public is at all times aware where messages are emanating from. Therefore, the Coat of Arms should always be placed at the bottom right hand in all print adverts and should be in the closing sequence of all

television adverts.

8. If there are more than two departments participating in the campaign, it should be branded as a South African government initiative, using the Coat of Arms.
9. Identify target audiences. For example, there may be agreement that women are the primary audiences and depending on your budget you may break this broad audience into smaller target groups such as women in relationships.
10. Construct possible messages, for example, once is already too much.
11. Both your target audience selection and your budget will determine your choice of appropriate media. In other words, the most glamorous medium may not be the most effective.
12. Link the budget to specific marketing and advertising activities.
13. Ask the GCIS Marketing, Advertising and Distribution division to assist you with available media research findings.
14. The GCIS is available to provide advice on the creative development of transversal campaigns. The Communication Service Agency (CSA) has been tasked to help facilitate the development of the Corporate Identity of government and the following example is a guide for departments to benefit from the national brand of government uniquely placing it within this wider government communication environment.

An example of a creative brief

Government Communication and Information System
CORPORATE VIDEO BRIEF
CLIENT: MARKETING DIRECTORATE Contact: Mankitseng Molokoane (012) 314-2443
Products to be developed
A corporate video for GCIS
Vision of Above
Vision Statement A corporate video that emphasises the role of GCIS in government communications. It must give insight to services and products being offered by GCIS.
The set of values which guides the client's work We need a strong corporate feel and look. We are looking for an aspirational and professional corporate video. Reflecting GCIS role in managing the government Corporate Identity.
Background to the project
Background to project GCIS has come up with a marketing strategy whose objectives are as follows: <ul style="list-style-type: none"> • Create top of mind awareness regarding GCIS and the different services offered

<ul style="list-style-type: none"> • Position GCIS as an aspirational organisation • Clarify our role and services and procedures to our target markets • Entrench GCIS as the first choice in the Government communications system • Promote GCIS' services and project an image of a quality offering to government departments thereby building a brand image and securing their commitment • To help foster relationships with local and provincial government departments through the use of GICs and MPCCs • Build awareness regarding the essential role of GICs and MPCCs • Educate non-governmental publics regarding the role of GCIS • Help facilitate the corporate image of the Government <p>The corporate video must facilitate the above.</p>
Positioning statement
To entrench GCIS as the first choice in government communication and to foster relationships with government in general.
Objectives
<p>Objectives of project</p> <ul style="list-style-type: none"> • To make it easier for GCIS staff to present the GCIS offering at roadshows • To help position GCIS as the first choice in government communications • To educate clients and prospective clients on GCIS products and services • To facilitate access to GCIS products and services • To show funders and private sector partners what GCIS provides
Competitive Background
<p>GCIS is producing a lot of communication material for different departments and different campaigns. We have to make sure that this video is unique and creates top of mind awareness with our clients. There should be a distinct differentiator between this video and the MPCC videos.</p> <p>There should be no confusion between this video and other videos that have been produced by GCIS.</p>
Target market
<p>Segment 1: The Government departments</p> <p>This segment is comprised of</p> <ul style="list-style-type: none"> • The national and provincial government • The Presidency • The clusters • Cabinet • MPCC <p>Segment 2: International Community</p> <p>This segment is comprised of:</p> <ul style="list-style-type: none"> • Local diplomatic corps • SA embassies • Visitors to South Africa • Foreign Investors • Donor Funders

<p>Segment 3: Media Community</p> <p>This segment comprises of</p> <ul style="list-style-type: none"> • Local media: electronic and print • Community media: electronic and print • International media <p>Segment 4: Other Stakeholders</p> <ul style="list-style-type: none"> • Parastatals • Communications industry • Other interest groups
Executional requirements
<p>We require a 12- minute video that covers all the services and products offered, this includes the GIC offices and the IRC in Cape Town.</p> <p>The emphasis on this video is access and what GCIS means for the target market. That is, which Chief Directorates and Directorates to contact for what service and product. The agency is requested to produce a concept including the following:</p> <ul style="list-style-type: none"> • Treatment ideas: the look, feel and tone of the video • A script for the video • Project Plan • Budget • Please note: <ol style="list-style-type: none"> (1) That the Coat of Arms must be in the closing sequence with the name of the department. (2) That the broadcast production department in GCIS will provide a camera person and camera equipment
Key lessons and development
<p>We currently have a corporate video that was produced last year. There is a need to focus more on actual services and products and specific departments. The last video was leadership based.</p> <p>This video must last for a time span of at least 2 years.</p>
Deadlines
<p>Submission of quote/tender : End of October</p> <p>Appointment of Service Provider : End of December</p> <p>Completion of Projects : End of January</p>
Evaluation Process
<p>Does the video address the objectives and executional requirements listed above?</p> <p>Is it easy to understand?</p> <p>Does it facilitate access?</p>
Budget
R80 000

4.8.2 Basic steps to maximise advertising and marketing in government communications:

REMEMBER!!!

Your objective is to alter the environment in which you communicate by eliciting favourable responses from and influencing the behaviour of your audience(s).

Cost-breakdown structure

This includes a number of specific actions necessary to determine the cost of each task and hence the project as a whole. Therefore, this task requires that the cost allocated to each task ultimately roll up to an allowed or approved total cost. The components of this process are:

(a) Estimating costs

- identify similar previous projects and obtain the cost data
- identify similarities and differences between the current and past projects
- drawing on these experiences, adjust the cost estimates of the current project to suit cost fluctuations
- obtain the approximate rates for each major activity or cost driver
- document the total cost estimates
- compile a resource management plan, which should include a staff requirements plan, infrastructure requirements and total project cost estimates.

(b) Compiling a budget

- summarise project cost estimates by time periods
- create an expenditure plan by performing the following:
 - Identify items which would require tender procedures
 - Determine when these items must be ordered or purchased
 - Collate the expenditure plan and the cash flow statement into a project budget.

(c) Now you are ready to buy

MEDIA BUYING

When buying space for promoting Departmental activities and programmes remember that you are dealing with public funds and ensure that the money spent is justified by your predetermined outcomes.

4.8.3 Procedures to be followed for bulk-buying and advertising:

The GCIS has developed the following guidelines and requirements through which the best value can be extracted from the huge financial investment in advertising.

These guidelines are an attempt to define the very best working practices required to ensure that the potential for financial risk is minimised and that the vital requirement of government to communicate with its citizens can be fulfilled as effectively as possible.

> Disclosure of budgets

The very first process to be completed in order to secure the levels of bulk discount that are appropriate to the GCIS is the full and early disclosure of the total financial investment that has been budgeted for the forthcoming financial year.

> Media Modus Operandi

With the wealth of communication choices available to reach a given target market, it is essential that the media planner is involved in the campaign development process from the beginning. The overall team working on the GCIS will consist of four principals, namely: Departmental Heads of Communication, GCIS, Creative Agency/creative source and the media planning and buying agency.

> Interaction Between Departments, the GCIS and the media agency.

Stage 1: Planning & Buying – Media Strategy

Stage 2: Planning & Buying. Tactical Media Planning & Buying

REMEMBER!

It is **compulsory** for government communicators to place adverts through the GCIS bulk-buying approach to qualify for, among others:

- rapid response to your request
- cost-effective service
- efficiency.

Contact the GCIS Marketing, Advertising and Distribution (MAD) Directorate for more information.

Stage 3: Campaign Monitoring

Stage 4: Financial and Billing procedures.

> Preparing a Brief

- *Who Should Be There?*

All parties involved in the campaign should be present at the briefing. These should include the Head of Communication or any designated person for this purpose, GCIS, the appointed media planning and buying agency and the creative agency.

- *When Should It Take Place?*

There are no hard and fast rules here except that it should always take place as early as is possible.

- *Who Is Responsible For What?*

There is only one thing to bear in mind here! The media planning and buying agency is appointed as the sole media strategic and tactical media agency for the GCIS and as such is being paid a fee to provide this information. The appointment is made on the basis of competency and suitability for the task and is therefore deemed, and should be considered so, as the best supplier of an advertising media service.

- *What Information Should Be In the Brief?*

Following is a checklist that includes all the elements required by a media agency to deliver the appropriate media strategy and tactical plan that will guide the buying of the media time and space

required to deliver the campaign results. For administration purposes, the following generic information is required:

- Campaign brief
- Budget
- Date
- Department/s, Section (if applicable)
- Campaign
- Control number
- Issued by
- Requested deadline
- Agreed deadline.

> What Are The Next Steps?

Once the brief has been received and accepted by the agencies, work towards the delivery of the communication campaign will begin. At all times the department coordinator and relevant GCIS staff should make themselves available to the agencies to answer such questions that affect the effectiveness of the campaign. This is just the beginning of the communication process and the brief can often be seen as the starting point from which the final campaign will evolve.

The media buying department will then book and confirm space/time, check the campaign for clashing interests and issue the creative agencies with media check-lists detailing insertion/fighting dates, sizes/duration of advert and material deadlines. The creative agency will then supply the media buyer with TV/Radio fighting codes and print key numbers/captions.

The media buyer will then prepare and issue fighting schedules and copy instructions to the relevant media owners. In the event of any misfightings or

poor reproduction the media buyer will then negotiate compensation and advise GCIS accordingly.

- *Issuing of Purchase Order Numbers*

Each approved media schedule, whether it be TV, print, radio or cinema, requires its own individual purchase order number which is to be attached to the schedule at the time of signing off by the GCIS. This purchase order number is essential in that it provides physical proof that the buying agency has received approval to secure the time and space as detailed on the implementation plan and buying brief. Without this purchase order number they are not in a position to secure and confirm time or space. Before order numbers are issued, departments must transfer funds to the GCIS account.

- *Penalties for Late Payment*

Overdue payments will be reconciled and charged at 2% over the standard base rate.

- *Reconciliation of Account*

Any debits or credits passed for a specific month will be included in the following months account.

Distribution

If your marketing strategy includes the distribution of material to your target audiences, do consider the following:

- Ensure that the material is tailored to the needs of your target audience.
- Your method of distribution must take into account the location of your audiences (urban-rural divide), language, gender and cultural issues.
- Where appropriate, the material must be distributed electronically.
- Since distribution can be a time consuming, costly and labour intensive activity, you may want to employ the services of a reputable distribution agency. Consult with the GCIS with regard to suitable agencies.

4.9 MANAGING THE CORPORATE IDENTITY OF GOVERNMENT



New Coat of Arms

Cabinet approved the implementation of the new Coat of Arms within the framework of the *Batho Pele* Corporate Management Initiative on 29 March 2000. Indeed, uniformity is central to communication, and this new Coat of Arms creates an identity brand for the Republic of South Africa. It is a symbol, which must uniquely identify government's communication with the public.

The Government believes this initiative will signal a new era in South Africa and renew a sense of pride and patriotism around the symbol of a new Coat of Arms underpinned by the principles of *Batho Pele* for better service delivery and effective integrated government.

An independent assessment found that public servants wanted to improve service excellence and that the public still needed education about their rights in making *Batho Pele* a reality.

Streamlining the branding of government and re-establishing the *Batho Pele* principles will effect cost savings across government. The *Batho Pele* Corporate Management Initiative is led by the Department of Public Service and Administration in partnership with the Presidency, the Government Communication and Information System (GCIS) and the Department of Public Works.

It ensures a single branding strategy for government and communicates the benefits of a new Coat of Arms and the *Batho Pele* Corporate Management Initiative to the public servants and the public. The announcement of the new Coat of Arms

linked to the *Batho Pele* principles on Freedom Day, 27 April 2000, has presented a myriad of challenges to speak with one voice.

4.9.1 *Batho Pele*

Service delivery to the people is central to realising government's commitment to a better life for all. *Batho Pele*, or 'people first' was initiated in October 1997, to promote service excellence in the public sector and to encourage the public to expect excellent service from government.

The initial aim was to "kick-start" the transformation of the public service into a vehicle of service delivery that was people-oriented. Campaign material carried slogans like: **"For a change public servants will listen to you. They will treat you with consideration and respect. New systems, procedures and structures will be customer-oriented and will ensure high-quality service. Drastic action will be taken when service falls short of delivery"**.

The success of the *Batho Pele* project is vested in the ownership of the following *Batho Pele* principles: consultation, service standards, access, courtesy, information, openness and transparency, redress, value for money. It is these principles that underpin developmental communications and enhance democracy whose essential component is participation of the citizenry.

Batho Pele can be greatly enhanced by linking it to a wider government initiatives such as the campaign to manage the corporate identity of government.

Linking these two initiatives will lend *Batho Pele* a structured network to simplify its principles and to monitor its effectiveness at the points of service delivery. The Corporate Management Initiative will benefit from an already established string of values, which will lend meaning and significance to the Coat of Arms as a symbol of effective integrated government. Further, if government is seen to be implementing a corporate branding strategy without linking it to the principles

of *Batho Pele* it potentially faces public criticism of "new look, same old service delivery, wasting public money, again".

4.9.2 *Batho Pele* Corporate Management Initiative and the New Coat of Arms

The new Coat of Arms provides the Government with a window of opportunity to implement the *Batho Pele* Corporate Management Initiative. The implementation of a new Coat of Arms on government signage, stationery and other elements is one of the approaches adopted in ensuring that the *Batho Pele* Corporate Management Initiative becomes central within government as a whole and in the manner in which it communicates.

The Initiative will also address the Government's communication priority: "Improving the capacity of the state to meet its obligations to citizens (Ready to Serve)." It creates a basis for improving people's confidence in the system, and opens up possibilities for greater mass participation, both in the implementation of programmes and in monitoring the performance of government.

This Initiative is primarily founded on the following Comtask Report recommendation: **"It is proposed that all government buildings have recognisable corporate imaging ... And that documents and other products have a design or official logo that makes them easily identifiable and accessible."** This will be addressed by applying the Coat of Arms to a branding strategy for the whole of government.

Streamlining the branding of government and re-establishing the *Batho Pele* principles in government will also effect cost savings in the following areas:

- the procurement of paper, preferably produced locally
- the development of a simpler system of information technology by the use of templates
- the production of signage
- the development of a corporate branding strategy for the whole of government instead of the expensive

individual branding strategies existing in many government departments.

All these initiatives are aimed at designing a single branding strategy for the whole of government in order for it to appear accessible and visible and for easy interaction by the South African public. Also, to facilitate a cost-effective phased-in approach of this branding strategy, it is crucial to communicate to government staff and the public the benefits of a new Coat of Arms and the *Batho Pele* Corporate Management Initiative, that will forge a new patriotism – the dawn of an African century.

4.10 CAMPAIGN MANAGEMENT

Over the past few years of the new political dispensation, communicators have had to deal with specific campaigns, which required planning and management. To name just a few, the Government has dealt with Arrive Alive, AIDS Awareness, Taxi Recapitalisation Programme, Y2K and many more. Many of these campaigns have presented communicators with a variety of challenges. For all of them there are basic steps that are essential to guarantee reasonable success. Another challenge is that a developmental paradigm requires communicators to understand and plan campaigns in a particular manner.

When a campaign is to be embarked upon, it must be preceded by:

- Thorough research of its objectives, audiences, feasibility and possible consequences
- Identification of costs and capacity needed
- A clear strategy and programme of action
- Project leadership
- Crisis anticipation (Drawing of scenarios and possible solutions)
- Identification of key players and time frames
- Consistent, efficient and effective communication with the target audience
- A decision on the leading communication voice on the campaign if necessary
- If you are to select an agency to manage a campaign, have clear guidelines, based on the objectives of the campaign. Efficiency is crucial.

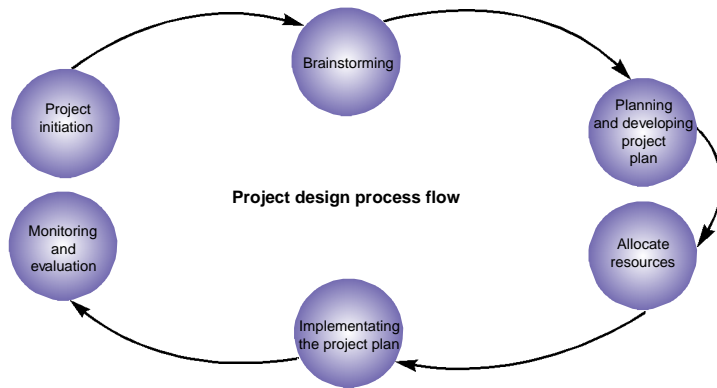
Managing communication projects effectively

A. Project Design

This process seeks to guide you as a communicator to identify key issues when managing a communication project. It will help you manage what steps you have to undertake to achieve maximum success.

B. Project design process flow

(see illustration below)



C. Project Identification

- | | |
|----------------------------|-------|
| 1. Project Title | |
| 2. Client | |
| 3. Project Leader (GCIS) | |
| 4. Project Leader (client) | |
| 5. Theme supervisor | |

4.11 MEDIA LIAISON AND MANAGEMENT

"It seems clear to me in that context, that as government we have not done really what we ought to have been doing more effectively, which is to communicate about what the Government is doing and thinking. I think the message has come across very strongly, that this has been a very serious failure on the part of the government. Clearly, it is something that we need to correct."

President Thabo Mbeki addressing the South African National Editors' Forum

This statement by the President is true about both government communication in general and the relationship between the media and the government in particular. Corrective action in this regard is about enhancing the ability of government communicators to handle and manage the media effectively. This can only happen if government communicators build sound and professional relations with members of the media.

"Government spokespersons don't seem to understand what our job is. They make it difficult for us to inform the public."

Radio journalist

What must a government communicator do?

- Remember, you are unlikely to be happy in your job if throwing knives at your photo has become a form of stress release in some newsrooms. As a dedicated government spokesperson, you can contribute to the building of healthy government-media relations in the following ways:
- Know the policy positions of your Department.

- Bear in mind that South Africa is a democracy and this means that the public's access to government information through newspapers, radio, television and the Internet is an important right.
- Be professional, efficient and enthusiastic.
- Know the journalists who work in your field and avoid limiting your relationship to that of a voice over the telephone.
- Develop an understanding of the different kinds of media and customise your service to journalists to suit each medium.
- Make time to visit newsrooms in order to understand the news process and how decisions about what is newsworthy are made.
- Find out about deadlines since each newspaper, radio station or television station has its own deadlines. As a general rule, print media will have longer deadlines than the electronic media. This means that a radio journalist will be working on hourly or even half-hourly deadlines compared to the print journalist who may have a day or longer to write an article.

A journalist's nightmare:

If you want to be a journalist's nightmare and create negative media perceptions of government, all you need to do is to follow this Fools' Guide:

- > be unaware of what your department is doing
- > lie to the media
- > make promises you know you cannot keep
- > be pompous and rude with journalists
- > show a lack of respect for media deadlines
- > make sexual advances towards journalists
- > do not alert the journalist about a press release you have sent especially if it was via e-mail
- > keep sending long press statements and treat the media as the PR wing of your department