

6 ADDENDUM

ADDENDUM ONE

6.1 GENERIC KEY PERFORMANCE AREAS FOR HEADS OF COMMUNICATION (HoCs)

Cabinet approved the introduction of measures to allow the GCIS to monitor and coordinate government communications more effectively and ensure implementation of the overall government communication strategy.

These measures include the introduction of generic key performance areas for HoCs which are aimed at enhancing the coordination and integration of government communication.

This follows the resolution taken at the Government Communicators' Forum (GCF) to the effect that the GCIS should be more involved in the processes aimed at improving government communications.

This initiative should enable the GCIS to improve government communication for better coordination and integration of messages, campaigns and programmes. The Key Performance Areas outline the generic functions of the HoCs in a ministry and department. This empowers the heads of communication to be actively involved in the strategic decision-making machinery of their respective departments in terms of creating a new consciousness and appreciation of communication as a tool for service delivery.

Functions of HoCs

Cabinet approved that communicators should fulfill their obligations towards the coordination of government-wide communications by adhering to mechanisms that have been established to fulfill this objective. A Head of Communication shall, among others:

- Submit departmental communication strategies and programmes developed in line with the overall Government strategy within two weeks of Cabinet approval to the GCIS;
- Participate and contribute to the programme of communication clusters, GCF, meetings for HoCs and Ministerial Liaison Officers (MLOs) to plan for post-Cabinet briefings, pre-Cabinet meetings, training fora, Government Communicators' Extranet, submission of news releases and diary information to *BuaNews* Online, and the development of communication strategies for clusters
- Ensure quality of the work of the Ministerial Liaison Officer (MLO), with specific reference to the following:
 - (i) responsiveness to media enquiries, i.e. responding to all enquiries and issuing media statements, opinion pieces and feature articles
 - (ii) maintaining a healthy relationship with the media, including the Press Gallery Association
 - (iii) developing deliberate strategies to keep the foreign press corps informed of the department's work and approaches to issues
 - (iv) ensuring that there are clear plans for each campaign and that such are linked to the Government Communications Strategy
 - (v) ensuring professional and strategic presentations for media briefing weeks
 - (vi) contributing to Cabinet memoranda, in particular the item on communications implications
 - (vii) communicating with the GCIS the plans and outcomes of exchange programmes with other countries

- (viii) improving proficiency and maintaining quality standards in so far as adhering to the basic fundamentals of communications management, such as -
 - (aa) managing advertising and other agencies that do communications work for the department;
 - (bb) ensuring strategic planning around main communications events such as budget vote; national and international days; any other main campaigns and events aligned to the department;
 - (cc) proactive communication activities for the Minister and department;
 - (dd) ensuring cost effectiveness in the use of resources;
 - (ee) strategic management, monitoring and evaluation of campaigns;
 - (ff) managing the distribution of publications and materials to reach target audiences, including through the Information Resource Centre, Government Information Centres and Multi-Purpose Communication Centres; and
 - (gg) building capacity for the communication division by implementing training programs.

Assessment of Key Performance Areas

The Minister and/or Director-General will conduct regular assessments of a Head of Communication, or any other senior official delegated by them as per the Public Service Regulations. The "assessing authority" will also consult the GCIS on its views regarding the performance of the HoC, especially on matters pertaining to the HoC's contribution within the government communication system as a whole. The form of such consultation will be worked out between the GCIS and the Ministry/Department concerned.

ADDENDUM TWO**6.2 IMBIZO MANUAL****1. Introduction**

During 2000, Cabinet decided that *Imbizo* as a style of interactive governance and communication should be adopted to promote increased dialogue between the government and people without mediation.

Imbizo promotes active involvement and participation of the public in the implementation of government programmes. This should happen as the norm of government operation on a continuous basis, but there will be certain periods of intensified public participation across government reflected by Cabinet members, Premiers, Mayors and other senior government officials coming into active contact with different sectors of society. These will be the *Imbizo* focus weeks.

Imbizo is, therefore, aimed at building a partnership between government and the South African public in the process of social change. In the spirit of partnership between the government and the communities, attempts may be made to identify stakeholders and/or individuals within communities who are actively involved in projects that have a positive impact on community development. In this way, the concept of service delivery would not be seen as one-way traffic from the government.

In this regard, the President has set aside two to three days in his diary three times a year to give concrete expression to the *Imbizo* Programme through visits to provinces.

Periods of intense government-wide coordinated interaction with the public

While this emphasis on interaction to build a partnership between government and people for development will be the norm in government communication, there are at times periods of intense activity involving coordinated communication action across government. The national communication strategy envisages the *Imbizo* Focus Weeks will happen twice a year, once following the President's announcement of the government's programme of action in the State of the Nation Address and after the budget speech and once towards the end of the year.

During the focus weeks Cabinet Ministers, Premiers, MECs and Mayors will engage in outreach programmes to further enrich and give support to government's development programme. The central characteristic of these activities and events will be direct interaction with the people to receive feedback on programmes that are already being undertaken and to highlight to the people what government is and will be doing to improve the quality of their lives.

Each focus week will be given coherence in content and communication through the use of publicity material produced by the GCIS and the Department of Finance, which communicates the Programme of Action for the year and the Budget that will underpin its implementation. The core message for that particular year, e.g. **Unity in Action for Change**, will be prominent and visible throughout.

The President's participation raises the profile of this style of governance and sets an example to government as a whole.

2. What is *Imbizo*?

Imbizo brings government and people together in order for them to interact with one

another on matters of common interest and/or concern. In terms of government, *Imbizo* is conducted to engage on issues of service delivery and development. The aim is to give people an opportunity to raise issues about the programmes of government. This would, in the main, ensure that government listens and notes the issues raised and ensures adequate follow-up with responsible departments and bodies and where possible responds immediately, if action has already been committed or taken. Where it is not possible to respond immediately, the government has to commit itself to get back and respond within a particular time frame.

Imbizo can take the form of a gathering under a tent in a village or township where the President, Minister, Premier, Mayor, Councillor or other senior government officials come to listen to ordinary people and provide answers to their questions. It can also take the form of a meeting between the people above with relevant stakeholders, i.e. representatives of business, church, labour, youth, women and any other sector of society. Provincial Outreach programmes where the Executive Council meets the people from one region to the next are a reflection of *Imbizo*.

Imbizo can be undertaken over a few days or just in one day depending on the content of the programme that has been agreed upon.

What matters is not the name but the principled practice of direct interaction with the people around issues of service delivery and development. Provinces already have outreach programmes and are, therefore, already implementing the practice of direct interaction with the people.

Below is a set of guidelines to ensure that any government sphere or department wishing to undertake *Imbizo* does so honouring the spirit and letter of the general principles.

These guidelines will cover the following essential areas of *Imbizo*:

- o Interaction with the people
- o Media liaison
- o Publicity
- o Follow-up on issues raised.

3. Guidelines for undertaking *Imbizo***3.1. Strategising for *Imbizo* Communication**

An *Imbizo* Communication Programme has to be based on a defined communication strategy. The strategy must clearly outline the objectives of undertaking such an *Imbizo* and must contain all the elements of the communication strategy as outlined in the generic framework for developing government communication strategies. For a detailed framework for developing a communication strategy please consult the *Handbook for Government Communicators*, also available on www.gcis.gov.za

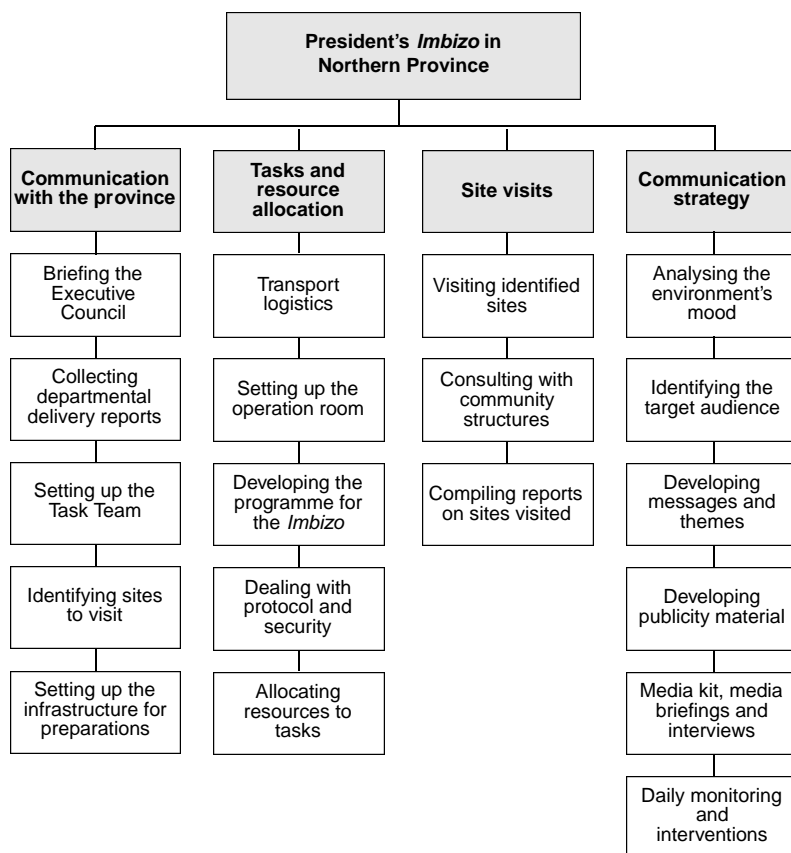
3.2. Implementing *Imbizo***3.2.1. Planning**

Effective planning is a critical aspect of any successful campaign. This embodies initial conceptualisation of how the whole *Imbizo* will take place, using the communication strategy as a guide. At this stage, the role-players must be identified and the necessary steps and processes specified in a work breakdown structure and action plan.

An example of a work breakdown structure for the President's *Imbizo* in the Northern Province is shown below. Underneath it is an action plan showing how the implementation will take place.

These should be used only as guides and checklists as each specific *Imbizo* should dictate what steps and processes to follow.

EXAMPLE



PROJECT PLAN

Task	Measures	Deadline	Responsibility	Cost
Statement of work	Develop a clear objective of the visit of the President into the Northern Province and communicate such to the authorities	23 March	Presidency	None
Project specifications	<ul style="list-style-type: none"> • Consultations with the province on the objectives of the visit • Indications of all the tasks at hand • Identifying the resources needed for the project 	23 March	<i>Imbizo</i> project team and Presidency	None beyond what is identified for the whole <i>Imbizo</i>
Communication Strategy	<ul style="list-style-type: none"> • Developing a communication strategy and an action plan 	25 March	Project team	R25 000, includes publicity
Human Resource Strategy	<ul style="list-style-type: none"> • Allocation of personnel to all tasks 	23 March	Project team	All personnel will come from within government
Project integration	<ul style="list-style-type: none"> • Close working relations with all parties involved • Briefing to all stakeholders 	23 March for those in project team 30 March for all others affected	Project team leader	R2000 for transport costs
Managing the visit	<ul style="list-style-type: none"> • Ensure all tasks are fulfilled • Risk management during days of visit 	25 – 27 April	Project team leader	R2000 miscellaneous
Project evaluation	<ul style="list-style-type: none"> • Debriefing session for the evaluation of the visit 	28 April	Project team	None
Compiling project report	<ul style="list-style-type: none"> • Drafting report on the basis of the debriefing session 	29 April	Project team leader	None
Submission of report	<ul style="list-style-type: none"> • Submit report to GCIS management and Presidency 	30 April	Project team leader	None

Work Breakdown Structure for the President's *Imbizo* in the Northern Province

It is important to put as much detail into the plan as possible so it can serve as a guide during tasks review meetings.

3.2.1. Establishing a Task Team

A Task Team should be established and charged with the overall responsibility of implementing the *Imbizo*. The Task Team should preferably consist of selected government communicators from the Department, representatives from Protocol and Security; a senior person who will be the link with the Provincial Executive Council and others as may be deemed fit.

The significance of having communicators in the Task Team is that of ensuring that the communication objectives of the *Imbizo* are kept intact and not compromised.

Protocol and Security have to be taken on board at all times as their understanding of the *Imbizo* is crucial to its success. Sometimes neglecting to brief them thoroughly may result in the failure of the *Imbizo* as these people are understandably critical and responsible for the movements of the principal on the ground.

Personnel from the province are also important in the process of implementing *Imbizo*. Preferably, it has to be someone with direct access to the Premier or the entire Executive Council, the MEC in the province, depending on the nature of the *Imbizo*.

The Task Team must have a designated Project Leader who will have the overall responsibility for the work of the Task Team. He/she should also have direct and full access to all those who need to be consulted to sign off things and approve the programme.

3.2.2. Role clarification

Once the Task Team has been established, the roles of the various role-players should be clarified to ensure a smooth implementation of the *Imbizo*. This must be as detailed as possible and should make very clear who will be responsible for which tasks.

3.2.3. Budget

The budget is another crucial aspect of implementing *Imbizo*. Sometimes the budget commitments will be shared between the national department and the province. When this is the case it must be made clear which aspects of the budgets are the responsibility of the province and which of national department.

At times this is left hanging and often results in unnecessary debts and unhealthy relations.

3.2.4. Consultation with the province and local municipality

Most *Imbizos* are conducted in a particular local area. It is important to observe all necessary protocol before pronouncing publicly the intention to undertake *Imbizo*.

Improper consultation can be a recipe for the failure of the *Imbizo*. As such, all parties must be consulted in advance about the *Imbizo*.

Once the necessary consultation has been done with the provincial leadership, the Task Team should then begin its work. It is advisable that the Task Team should as much as possible be stationed and operate from the province where the *Imbizo* will take place a

few weeks before the event. This is critical as reports that are submitted by provincial officials about potential projects and sites to visit need to be confirmed by actually visiting them.

3.2.5. Developing the *Imbizo* programme

The programme is the ultimate reflection of long hours of work putting things together. At a glance, the programme should confirm if what is being undertaken is *Imbizo* or not.

This means that the *Imbizo* programme should cater for the principal's interaction with the people, allocating enough time for people to express their concerns and issues. The projects to be visited should also relate to the developmental and service delivery programme of government.

Long before deciding what the programme should look like, the province should have been requested to submit ideas about possible projects and programmes, which can be visited or undertaken by the President, Minister or Premier.

On the basis of responses received, the Task Team should select those suggestions that are closest to the objectives of the *Imbizo* as outlined in the communication strategy. For instance in a rural and poverty stricken province, issues that should be prioritised by an *Imbizo* programme are:

- Water
- Roads
- Poverty Alleviation Initiatives
- Health facilities
- Electricity
- Housing
- Education programmes
- Agricultural initiatives
- Economy boosting initiatives.

There may be other political or social ills that are high on the agenda of the province and as such may need to be addressed during the *Imbizo*. These may be problems of racism, the high level of crime, or even witchcraft.

By making these considerations, the programme will be responding to the needs of the environment as outlined in the communication strategy.

The programme has to be approved before any commitments are made about it either to different stakeholders or to the media.

Once the programme is approved, a second version for the public has to be produced. This will then be handed to interested parties, especially the media. This version will not include details that are necessary for security and protocol purposes.

3.2.6. Media Liaison

Media Liaison is critical to *Imbizo* because we need to popularise this style of governance in order to relate to people the commitment government has in forming unity with them for change.

A Media Liaison manager must be identified to be in charge of activities that relate to media liaison. Having too many people managing media liaison activities results in confusion about directives and often makes media people furious, resulting in negative

coverage of the *Imbizo*.

This person and his/her team will then be responsible for the development and implementation of an effective media liaison strategy and plan. The strategy and plan should entail amongst others:

- Briefings to the media
- Interviews
- Which media/journalists are to be targeted
- Opinion pieces
- Statement of key messages about the *Imbizo*
- Contents of the media kit.

It is crucial that the media should be informed in time what the *Imbizo* is about – and this does not, at initial stages, have to be about details in the programme.

During some *Imbizos*, it may be necessary to organise transport for the media to move from one venue to the next so that at all times they have access to the activities of the principal.

Another essential element of media liaison during *Imbizo* is to provide the facilities necessary for the media to do its work effectively. This may be an Internet Café where the media can file their stories. A briefing room should also be handy for when the need arises to give further briefings to the media.

3.2.7. Publicity

In order to reinforce the message, publicity material has to be developed, availed and widely distributed. The publicity material must relate to the programmes of government, reflecting on successes and challenges of service delivery.

To achieve maximum impact during *Imbizo* focus weeks, common publicity material is used. This is in the form of posters, pamphlets and leaflets. The GCIS is responsible for producing leaflets and posters for the State of the Nation Address and the People's Guide to the Budget, which it makes available for *Imbizos*. Departments and provinces can produce other material of their own, as long as they will integrate the central message of government.

People are often not well informed of government activities and programmes through the mainstream media, hence the emphasis of publicity material during *Imbizos*.

3.2.8. Promotional material

Media statements, interviews and publicity material can be complemented by promotional material. These can be T-shirts, caps, backdrops, banners, etc. Again, these promotional material must prominently reflect the core message of the *Imbizo*.

3.2.9. Conducting research for *Imbizo*

Preliminary research: Research must be conducted on the given area where the *Imbizo* is planned to happen. This could either be on a province or on a particular community or village. In terms of quantitative data, some of the service delivery indicators that could be used include statistics of:

- Electricity grid connections

- Houses completed or under construction
- Water – people gaining access
- Health Care – people gaining access
- Telephone lines – number of lines installed
- Education – matriculation results or educator: learner ratio.

The above statistics must be collected from 1994 – current to show trends of progress. This can be used on publicity material for the *Imbizo*. In terms of qualitative data, consideration must be given to development issues in the specified area, languages spoken, natural resources and the communications milieu of the area.

Secondary research: In assisting the project team to make informed decisions on the development of the programme, it is necessary for information to be gathered from various service delivery departments on successes and challenges that face their service delivery programmes in the given area.

- It is important that information received from departments is verified by independent research, which may involve field visits or contacting people involved in the programmes, etc.
- In processing the research consideration must be given to both the output and impact of service delivery.
- Research briefings must be written on each service delivery programme, whether it is building a school, construction of a clinic or the operations on a small holding. All research briefings must be in a format that is easily readable and succinct. It should ideally contain sections on background, success, status of the programme and challenges.
- It is important to keep the briefing notes clear and precise, because they can then be used and further processed by the Media Liaison Officer to be included into the press packs.

Assessment and follow-up research: This is crucial for an effective *Imbizo* which will ultimately be measured by its follow-up in terms of action taken –

- The researcher needs to identify and brief scribes for each event. Scribes must be fluent in both English and the prevalent language spoken at the area where the *Imbizo* takes place.
- Ideally, scribes should come from the communications section, because they are more aware of the communications environment in which they will be documenting issues raised.
- A user-friendly form needs to be drawn up by the researcher for each scribe to complete when documenting issues raised by the people.

Hint: Copies should be made of the form and compiled into a booklet with a hardback cover and a plastic front cover. This is to help scribes document easily in rural areas.

- **An example of the format of the form is attached as a guide.**
- All scribe notes need to be collected and collated into a follow-up report of all issues raised. Ideally, this should be in the form of a database, such as Access, or in a tabular form, which captures all the fields of the scribe form.
- A fortnight after the *Imbizo* visit, it may be necessary to visit the province to obtain their reportback as well as discuss the development of a consolidated report.
- The consolidated report, which will also include timeframes of action required by responsible departments and bodies, should be presented to the principal, i.e. President, Deputy President, Premier, Minister, Mayor, Councillor, etc.
- The report must be communicated to the relevant responsible departments or bodies via the proper protocol channels, to ensure that action is taken and communicated to the affected province or area.

Together with other documentation and plans, all research material and notes must be filed and used during the assessment and closure of the project for that particular *Imbizo* event.

3.2.9. During the *Imbizo*

So far, we have dealt with plans and processes leading up to the *Imbizo*. During the *Imbizo* there are critical things that the Task Team has to be in charge of.

3.2.9.1. Recording proceedings

The Task Team has to allocate people who will be in charge of recording and documenting the issues that are raised by people and the responses that are given by government officials.

This is critical for follow-up. An *Imbizo* is not complete and successful if government does not follow up on issues and concerns raised by the people. In order to achieve this, detailed recording and documenting of proceedings is required.

People allocated to perform this task during the *Imbizo* should be fully dedicated to this and should not be distracted, as they need to capture everything. Audiovisual and radio recordings should also be done to reinforce the recording process.

An important part of ensuring that things are well recorded and that people are able to raise their issues audibly is the need to avail communication facilities for this purpose. Thus, the Team must ensure that there is an operational Public Address (PA) System and roving microphones for people to speak from.

Given the mobility nature of these sessions, it would be advisable to outsource the PA System from venue to venue. GCIS Broadcast Production may be requested to record the events that have a development communication element. These requests need to be made within a reasonable timeframe and the GCIS would provide its services depending on the availability of resources at that time. The recorded material should be transcribed and out of that material, a detailed report of the entire *Imbizo* should be the outcome.

In the past only the principal's speeches were transcribed and copies of the material circulated to the provincial community radio stations.

3.2.9.2. Monitoring the programme

The Task Team should allocate members to all the venues where the *Imbizo* will be taking place. There they must ensure that things are organised as agreed. Developments/problems must be reported immediately to the project leader for alternative arrangements if necessary.

The project leader should at all times be with the principal, advising on proceedings and managing the time. Adherence to the time allocated in the programme is crucial as late arrival to the next destination can cause irritation and even shape the attitudes of people. Thus, it is critical to advise people about the actual and accurate venues to avoid situations where people wait for the principal in particular venues that are not part of the political principals' itinerary.

However, the leader should be dynamic and flexible to deal with unforeseen circumstances. Continuous briefings to the Head of Protocol and Security is important to take them on board and consult them where the programme has to take a slight or drastic change. If the *Imbizo* is happening over a few days, the Task Team should meet at the end of each day's programme and assess the proceedings for that day as well as plan for the next day.

3.3. Post *Imbizo* tasks

The Task Team does not disband immediately after the last item on the programme of the *Imbizo*. There are issues to be dealt with after the *Imbizo*.

3.3.1. Evaluation of the *Imbizo*

The Task Team needs to make an evaluation of the *Imbizo* and critique where necessary for future improvements. The evaluation should be the first step towards writing a report about the *Imbizo*.

3.3.2. *Imbizo* report

The Task Team has to produce a report about the *Imbizo*, which is submitted to management. The report should contain recommendations about how issues raised will be taken forward.

3.3.3. Follow-up

The Task Team should also set up a process by which issues that were raised during the *Imbizo* will be followed up. This may entail consulting relevant government structures that may not have been at the *Imbizo* but are the competent structures to respond to issues raised.

Formal contacts need to be made with those structures through the political head or any such official appropriate to do so.

Continuous assessment of the follow-up is required to ensure that indeed government is fulfilling its commitments. After a while, it is advisable to return to the areas visited during the *Imbizo* to see if there have been changes. In certain instances there are huge progress and that can form the basis for a good media follow-up.

4. Conclusion

The generic guidelines and checklists outlined in this document should be adhered to in order to conduct a successful *Imbizo*. It should, however, be borne in mind that *Imbizo* is not a public relations exercise, but a catalyst aimed at getting a sense of the needs of ordinary people themselves in order to better respond and improve the quality of life of all citizens.

An example of the form to be filled in by Scribes during the *Imbizo*

IMBIZO TO THE NORTH WEST PROVINCE BY DEPUTY PRESIDENT JACOB ZUMA

Name and contact details of Scribe:			
Date: Friday 06 July 2001			
Event (tick appropriate box)	Relebogile Clinic	Taditional Leaders meeting	Lebotlwane MPCC
Issue Raised:			
Raised by whom:			
Action already taken:			
Action needed or committed:			
Provincial responsibility:(tick the appropriate box) Portfolios for North West province			
Office of the Premier (Premier P.S Molefe)			
Traditional Affairs & Corporate Affairs (MEC J.D Thibedi)			
Agriculture, Conservation & Environment (MEC Molewa)			
Education (MEC Z.P Tolo)			
Finance (MEC M Luscus)			
Economic Development, Planning & Tourism (MEC Modiselle)			
Health (MEC M Sefularo)			
Development, Local Government & Housing (MEC D.E Africa)			
Transport, Public Works & Roads (MEC F Vilakazi)			

Provincial Safety & Liaison (MEC Rasmeni)	
Social Service, Arts, Culture & Sport (MEC Mayisela)	
National responsibility: (tick the appropriate box)	
National Department	
Agriculture & Land	
Labour	
Arts, Culture, Science & Technology	
Minerals & Energy	
Communication	
The Presidency	
Correctional Service	
Provincial & Local government	
Defence	
Public Enterprises	
Education	
Public Service & Administration	
Environmental Affairs & Tourism	
Public Works	
Finance	
Safety & Security	
Foreign Affairs	

Social Development	
Health	
Sport & Recreation	
Home Affairs	
Trade & Industry	
Housing	
Transport	
Intelligence	
Water Affairs & Forestry	
Justice	
Other responsible organisations:	

ADDENDUM THREE

6.3 ADDRESSES AND MEDIA CONTACTS

SOUTH AFRICAN MEDIA ORGANISATIONS

ELECTRONIC MEDIA

SABC TV

Tel: (011) 714 2559
Fax: (011) 714 4453

SABC RADIO

Tel: (011) 714 2564
Fax: (011) 714 4757

SABC CHANNEL AFRICA

Tel: (011) 714 2551
Fax: (011) 714 2546

M-NET

Tel: (011) 329 5555
Fax: (011) 329 5166

CAPITAL RADIO

Tel: (031) 368 1604
Fax: (031) 371 604

CAPE TALK

TEL: (021) 488 1500
Fax: (021) 188 1600

702 TALK RADIO

Tel: (011) 506 3555
Fax: (011) 506 3672

BOP TV

Tel: (0140) 897 111
Fax: (0140) 897 223

NETWORK RADIO NEWS

Tel: (011) 331 2345
Fax: (011) 331 2020

BUSINESS DAY RADIO

Tel: (011) 280 3000
Fax: (011) 280 5585

CLASSIC FM

Tel: (011) 408 5235
Fax: (011) 408 5249

EAST COAST RADIO

Tel: (031) 204 9495
Fax: (031) 207 9416

HIGHVELD STEREO

Tel: (011) 282 4500
Fax: (011) 481 4510

JACARANDA FM

Tel: (012) 673 9100
Fax: (012) 657 0104

KAYA FM

Tel: (011) 442 5544
Fax: (011) 442 5570

PUNT GESELS RADIO

Tel: (011) 655 5014
Tel: (011) 315 9720

Y FM

Tel: (011) 624 3417
Fax: (011) 618 4206

RADIO ALGOA

Tel: (041) 505 9497
Fax: (041) 363 3030

E-TV

Tel: (021) 481 4500
Fax: (021) 481 4510

E-TV EASTERN CAPE

Tel: (043) 143 3677
Fax: (043) 143 4920

E-TV KZN

Tel: (031) 362 5111
Fax: (031) 309 1763

E-TV NORTHERN PROVINCE

Tel: (015) 297 2380
 Fax: (015) 309 1763

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 Fax: (012) 326 1221

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 Fax: (015) 295 7759

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 Fax: (011) 713 9957

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 Fax: (021) 406 2911/3

VOLKSBLAD

Tel: (051) 447 3351
 Fax: (051) 430 6949

MORNING NEWSPAPERS (ENGLISH)**BUSINESS DAY**

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 Fax: (011) 280 5600/55

BUSINESS REPORT

Tel: (011) 633 2484
 Fax: (011) 838 2693

CAPE TIMES

Tel: (021) 488 4779
 Fax: (021) 488 4744

CITIZEN (THE)

Tel: (011) 474 2900
 Fax: (011) 474 7197

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