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'INCREASING THE CAPACITY OF THE STATE TO MEET ITS OBLIGATIONS TO THE CITIZENS, READY TO SERVE'



PREFACE

The new political dispensation has posed numerous challenges and opportunities to the Government communication system and government communicators. The democratic breakthrough of 1994 signalled government's commitment to society – a commitment to create space for every member of society to participate in building our new democratic State, based on the respect of human rights and human development.

This paradigm compels a government communicator to view communication as a strategic element of service delivery. Because this challenge is new to all of us, it is a critical and challenging period of great learning.

Cabinet decided in September 2000 that 'a handbook on government communication will be published by Government Communications (GCIS), to entrench the new ethos and approach'. This *Government Communicators' Handbook* is designed to assist government communicators to locate themselves in the overall Government communication system in a rapidly changing working environment.

This Handbook seeks to provide the Government communicator with simple guidelines and a reference tool about government communication. These guidelines include among others, the Government Communication Strategy (GCS), media liaison and management, campaign management, Development Communication, understanding of government policy, marketing and advertising, and managing the corporate identity of the government.

In the First Decade of Democracy we have witnessed many positive changes with respect to providing a professional, effective and efficient government communication service. The establishment of the GCIS ushered in a new approach to shape the integration, co-ordination and improvement of government communication.

This includes, among others, promoting policies and mechanisms which encourage media diversity, communication and information resource management; a professional, effective and creative communication service; broadcast production; content development and production; distribution channels and media placement.

Strategy and planning are key elements for effective, integrated and co-ordinated government communication. The capacity to communicate with one voice is

promoted by such practices as Pre-Cabinet Meetings, Government Communicators' Forum (GCF), Media Liaison Officers' (MLO) Forum, Communication Clusters, Post-Cabinet Briefings and joint communication around programmes and campaigns undertaken collectively by Ministries.

However, there are still a number of challenges for government communicators and the country at large. The central challenge is to infuse in government an appreciation of government communication as a strategic element of service delivery. Related to this is the challenge of providing the public with information that enables people to become active and conscious participants in the complex process of social transformation.

Key to the achievement of these objectives is the commitment to intensify direct and unmediated communication with the public and professionalising all aspects of our operations with an emphasis on planning and implementation, sharpening media response mechanisms, and nurturing the relationship between the media and government.

It is hoped that this Handbook will add value and further equip government communicators with requisite skills and knowledge to broadly locate themselves in the entire Government communication system.

2 INTRODUCTION

This *Government Communicators' Handbook* provides government communicators with an overview of the government communication system, practical guidelines and quick reference relevant to their work. It is written with sufficient flexibility to provide the communicator with a one-stop-shop reference to challenges which cuts across all government communication areas.

The Handbook covers the history, the paradigm and the political framework within which government communication in South Africa takes place. It provides an overview of the communication system and the role of the GCIS in co-ordinating government communication.

The Government Communicators' Toolkit within the Handbook also, as its main objective, provides practical guidelines relating to the challenges facing a government communicator. The Toolkit is complemented by relevant documents.

The last section of the Handbook contains names and addresses of media organisations. There is also a list of relevant websites, an editorial Style Guide and the National Coat of Arms Corporate Identity Guidelines.

3 GOVERNMENT COMMUNICATION IN CONTEXT

The current approach to government communication takes its cue from the constitutional imperative of freedom of information and the objectives of making a visible shift from the Apartheid State to a truly democratic State. The free flow of information, open dialogue, openness and accountability, and media freedom are all fundamental tenets of a thriving democracy.

This requires government to maintain continued interaction with the citizenry. This communication promotes an informed and appropriate response to people's needs in order to enable all South Africans to become active and conscious participants in social transformation. It ensures that government is sensitive to the needs of the people.

3.1. The national communication environment

Government's Programme of Action for each year is outlined in the President's State of the Nation Address and the Budget Speech by the Minister of Finance. They define the government's priorities that inform Government communication. The imperatives create communication implications, opportunities and challenges for

government communicators in an ever-changing environment. Therefore, it becomes necessary for government communicators to regularly assess the communication environment and identify communication challenges that need to be addressed in order to communicate a coherent and cohesive message to the public.

Communicating the Programme of Action requires government communicators to have a firm grasp of government policies and priorities and of progress on problems in implementation. This includes an objective analysis and understanding of research, media reports and commentary around the quality, pace and comprehensiveness of service delivery which shape people's attitudes and perceptions regarding government's commitment to improve their lives and its capacity to do so.

It is critical for a government communicator to understand that the environment is not static. Therefore, it is important for every communicator to assess the social, economic and political environment periodically. Government communication in the current political dispensation operates within the constitutional and political framework.

4 THE GOVERNMENT COMMUNICATORS' TOOLKIT

The Government Communicators' Toolkit shares with government communicators mechanisms for dealing with different functions expected of them. It outlines the policy positions relating to their work and provides guidance on how to approach certain functions.

4.1. Government communication as a co-ordinated function

The Communication Task Team (Comtask) that was set up by the Cabinet in 1995 to investigate and make recommendations about government communication, revealed as part of its findings that 'government lacks central co-ordination of messaging and adequate planning of information campaigns'.

As a result of Comtask's findings and recommendations, government established the GCIS as a structure within which all government communication and information would be co-ordinated. The GCIS was given the mandate to introduce a system that is comprehensive, integrated, streamlined and structured for delivery.

Since its birth in May 1998, the GCIS has put in place systems to co-ordinate and plan the communication work of government. Among these is the Extranet, which serves as a calendar of events designed to enable government communicators to share

their plans for public activities and programmes. This system enables communicators to take advantage of the opportunities created by other departments for bilateral work, to be more sensitive to the environment within which information is released and approaches taken, and to be more proactive in setting the government agenda.

Additional to this is a series of forums for government communicators at national, provincial and local level, designed to ensure collective planning and strategising around communication in government.

The Government Communicators' Forum, which is convened quarterly by the GCIS, provides a platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the Government's commitment to accelerate service delivery.

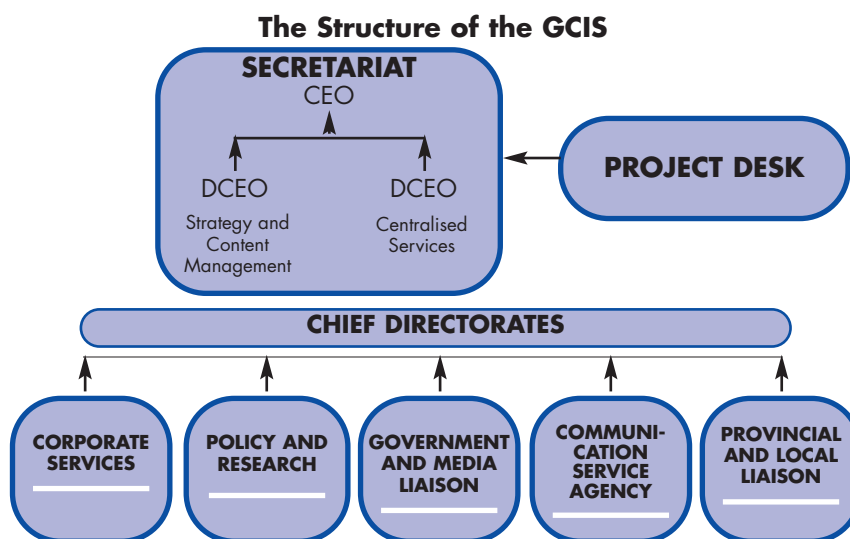
In addition, Communication Clusters provide a platform for government communicators to jointly plan and collectively implement government communication programmes. These Communication Clusters are designed in the same manner as the Cabinet Clusters and thereby allow for communication programmes to be developed on the basis of concrete

plans that emanate from the Cabinet. *BuaNews* Online is an electronic government publication that provides stories on a daily basis covering activities of government and other sectors of society to mainly community media across the country.

The Chief Executive Officer of the GCIS sits in Cabinet and conducts Post-Cabinet Briefings to communicate the decisions taken by the Government on a number of policy matters.

The position adopted by Cabinet on all matters of public interest are communicated not only through the regular statements issued after each Cabinet meeting but also disseminated by GCIS more widely through *Bua Briefs*, including to communicators.

Accordingly, Communication Clusters, the GCF, *BuaNews* Online, Post-Cabinet Briefings, *Bua Briefs* and Parliamentary Briefing Weeks help enhance co-ordinated communication of government messages and information.



- Corporate Services is in charge of the human resource needs of the organisation. This section is responsible for the overall leadership and management of the activities, personnel and budget of the two Directorates: Human Resources and Training Services, and the Subdirectorates: Internal Communication, Human Resource Management, and Information Centre.
Tel: (012) 314 2402.
- Government and Media Liaison (G&ML) co-ordinates and facilitates the development and implementation of communication strategies. It manages and strengthens the relationship between government and the media, and convenes all the co-ordination forums aimed at promoting the integration of government communication. G&ML is responsible for the overall

leadership and management of the activities, personnel and budget of the three Directorates: National Liaison, International and Media Liaison, and News Service *BuaNews Online*, as well as the Communication Centre, Parliamentary Office and Parliamentary Resource Centre. Tel: (012) 314 2108.

- Policy and Research is responsible for analysing the impact of government policy from a communication perspective as well as research into the communication environment within which government operates. This section also facilitates research into the communication needs of other government departments on request. It is responsible for the overall leadership and management of the activities, personnel and budget of the two Directorates: Policy Development and Research. Tel: (012) 314 2176.
- The Communication Service Agency (CSA) is responsible for the content development and production of government information products; co-ordinating bulk-buying of advertising and marketing space for government; and managing the video, photography and radio units of the GCIS. The CSA is responsible for the overall leadership and management of the activities, personnel and budget of the three Directorates: Content Development, Product Development, Marketing, Advertising and Distribution (MAD),

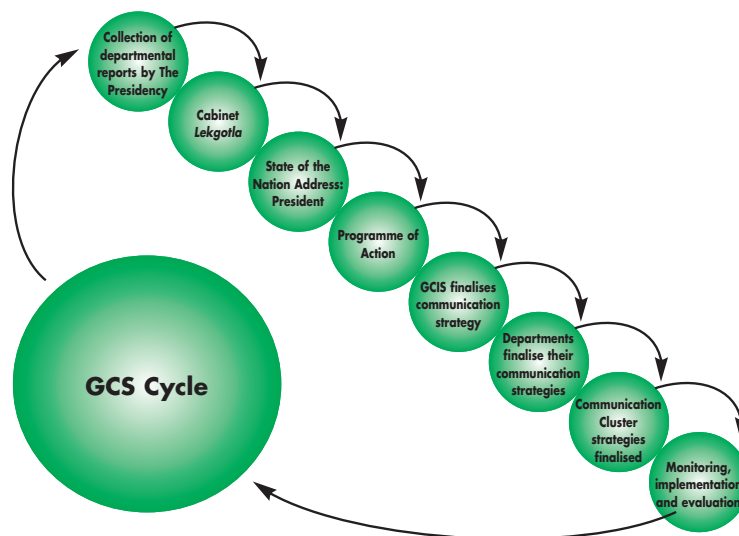
as well as the Subdirectorate: Support Services.
Tel: (012) 314 2297.

- Provincial and Local Liaison (PLL) is responsible for the co-ordination and facilitation of all Development Communication work aimed at providing government information and services to citizens of South Africa to better their lives and promote development. One of the leading approaches in providing such useful information and services is through the establishment of Multi-Purpose Community Centres (MPCCs), that are being rolled out in especially rural and under-served areas. PLL is responsible for the overall leadership and management of the activities, personnel and budget of the three Directorates: PLL Administration, Institutional Development, and Local Liaison and Information Management (LLIM). The nine regional and 85 district-based GCIS offices are also co-ordinated through PLL. Tel: (012) 314 2426.
- The GCIS Project Desk assists government departments with specific campaigns and events. It develops a Government Communication Programme (GCP) and constitutes project teams in line with the imperatives of the GCP. It receives and processes cross-cutting communication projects/campaigns requests for assistance from other government departments on behalf of the GCIS. These requests for assistance relate to strategising for communication. Tel: (012) 314 2293.

- Information Management and Technology is responsible for the efficient and effective utilisation of information and information technology by the GCIS in the execution by GCIS of its functions. The section is responsible for the overall leadership and

management of the activities, personnel and budget of the four subprogrammes: Network and Server Support; Regional Support and Training; Systems Development, and Electronic Information Resources. Tel: (012) 314 2187.

4.2. Government Communication Strategy (GCS)



The GCS sets the framework for government communication each year. Taking serious account of their key programmes, departments are expected to follow this framework in determining their communication strategies and plans. The GCIS is mandated to monitor progress in the implementation of the GCS.

Towards the end of each calendar year, departmental reports are consolidated for an input into the *Lekgotla*.

The Cabinet *Lekgotla* deliberates on

the broad programme and strategic priorities of government. The President announces the Government's Programme of Action in the SoNA at the beginning of each calendar year. On the basis of this Programme, the GCIS finalises the GCS.

At this point, the GCIS then presents the GCS to the GCF with the central government message, which then guides the work of a government communicator for that particular year.

Heads of Communication (HoCs) are expected to submit to the GCIS,

departmental communication strategies and programmes that are developed in line with the overall GCS within two weeks of Cabinet approval.

4.3. Generic framework for developing a communication strategy – a process in outline

Why strategise for communication?

A thousand voices speaking without a common message and single purpose will in the end just make an indistinct noise that few will hear.

We must, therefore, speak with a shared purpose and clarity of message. Our actions must be informed by an understanding of the environment we are working in, of who we are trying to reach, what they are thinking, and how they are best reached.

In other words, we must strategise for communication, translating our ideas into a concrete Programme of Action that promotes our objectives.

The strategising process

There are many ways of approaching this challenge. What follows is a process that has emerged out of the GCIS' own experience in strategising for communication. It is formulated in nine steps. But this is not a mechanical process that yields automatic results. It needs hard work and lots of thought.

These steps are the elements of

developing strategy for communication and implementing it. Each step is of critical importance and is interlinked. But there is a logical order. We need, early on, to give critical attention to two elements – Objective and Message – to ensure that our work will not be undermined.

Strategising is about how to achieve objectives but if we are unclear about our objective or get it wrong, then all the rest will be of little or no value. We also need to correctly define what we want to say.

The communication strategising process entails the following core elements: Background; Objectives; Environment; Communication Challenges; Messages and Themes; Messengers; Audiences and Channels; Types of Event; A Phased Communication Programme; Structures and Processes, and Communication Strategy Document and Action Plan.

- **Background**

Outlines what has led to the need for the communication strategy to ensure that we are on the right track.

- **Objectives**

Clarify intended outcomes and purpose of the campaign. It may be to educate, reassure people, receive feedback about a departmental programme, change a perception, etc.

- **Environment**

This will define the terrain and environment in which you choose to communicate. It should deal with issues

like the public mood, the media agenda, concerns and attitudes of varying sectors and forces, potential for improving the communication environment, etc.

It is critical to understand the environment before implementing the communication strategy. In fact, the exercise of scanning the environment contributes greatly to the effective development of a communication programme. Such a scan may require a number of areas not clearly understood by the public and therefore needs further research.

- **Communication challenges**

Having considered broad objectives in the context of a defined environment will lead you to identify specific communication challenges which have to be met successfully in order to achieve the objectives.

Once challenges are clarified, it will be possible to know exactly what it is we must communicate and how that should be done.

- **Messages and themes**

It is critical to indicate the themes and concepts that are associated with the communication effort being undertaken. A distinction can be drawn between core themes and sub-themes.

Once this has been done effectively, it will be possible to formulate a core message.

When adopting a core message it is critical to integrate it with the

Government's core message for the year. For instance, the 2004/05 message is: *A people united to build a better South Africa and a better world.*

The Government's core message is particularly important because it communicates the central message adopted by the Cabinet in the GCS.

- **Messengers, audience and Channels**

A campaign should always have its own voice. Who speaks for it? To whom? And in what ways? Through which channels?

- **Phased communication Programme**

There are two parts here: phasing of a campaign and the broad outline of a communication programme.

Very rarely is there just one stage to a campaign. One may move from a first phase of education and awareness, to a second of mobilising for action. Each phase has its different needs and challenges.

- **Structures and processes**

Implementing the communication strategy requires consultation with various structures. It has to be well articulated who the partners in the programme are and what their role will be.

- **Communication Strategy Document and Action Plan**

A well-written Communication Strategy

Document is a critical instrument for a good campaign.

The document will be the guide for all future action, the standard against which the success or failure of communication is measured, and also the most critical means for keeping the campaign on track.

It needs to be clear and concise, and well-written in a form that is easily understood and persuasive, not as a series of bullet-points but as a logical presentation of the thinking behind the strategising session, crisply articulating the core message and the themes.

To put into practice the ideas resulting from strategising requires an Action Plan that spells out in detail what is to be done for each event in the programme; who is to do it; what its specific targets and objectives are, budgets, and so on. This will also serve as an instrument of strategic

management and co-ordination to make sure the objectives are met.

An Action Plan is best set out in a table format (see example below).

A critical part of the Action Plan is to identify other supporting plans needed, for example:

- A media liaison strategy consisting of a detailed plan of interviews, press briefings, media/journalists to be targeted, opinion pieces, etc. Most importantly, a statement of key messages, and Frequently Asked Questions (FAQs) and Answers, should be developed for use by communicators and writers, especially for campaigns whose objectives are to educate and inform, and have a medium term to long term duration. There is a need for a positioning strategy something related to the Objective, Challenges and Message.

Element/Tasks	Date	Responsibility	Remarks
Phase 1:			
Phase 2:			
Phase 3:			

An example of a table format to develop an Action Plan for a communication strategy

- A distribution strategy citing a detailed plan on how the various products/services will be disseminated to the identified target audiences.

4.4. Politics and a government communicator

Case Study: Take the dilemmas of Mike McCurry, former United States President Bill Clinton's spin-doctor. 'He had a masterful tact, a profound understanding of the ebb and flow of the fungible commodity called news. He would deflect questions with artistic ease, sugar-coating the messes into which the Clintonites most often found themselves. While he at times relied on sometimes deceiving and scolding some reporters as a tactic, he never lost sight of the need to establish relations with them. He understood one thing, that many of the messages relating to issues from policy to scandals about campaign fundraising, reporters formed the core of mediators of messages that would flow from the White House. His changing tactics were always based on an understanding of where Americans were in relation to each story. If there was fatigue on the side of the citizenry in regard to the campaign funding story for instance, he would adopt a hard line to those reporting. But his job entailed a persistent dilemma, as he stood squarely at the intersection of news and propaganda, in the white-hot glare of the media spotlight, the buffer between self-serving administration officials and a cynical pack of reporters. At all times he was guided by what he believed were his

fundamental principles; telling the truth, giving citizens a sense of the White House, and protecting the President. Like all communicators he understood that the complexity of his job was the fact that every syllable he uttered was transcribed by news agencies. In the same manner, every communicator must learn the skill of never to compromise the truth, but tiptoe up to the line separating flackery from falsehood without crossing it.' (Kurtz, H: Spin Cycle: 1998)

If there is one area of governance which fully represents the political and administrative interface and dilemmas, it is the task of communication. The communicator straddles the delicate and precarious balance of political and administrative operations, harmonises the varying emphasis of these two Siamese fraternities to emerge with messages which reflect their unity of purpose. It is usually a government communicator who must deal with packaging messages in a manner which harmonises the administrative and political arms of government. This difficulty of the administrative and political interface is represented by individual Ministers on the one hand, and the Departmental Heads on the other.

Indirectly, the communicator is likely to be embroiled in party political expressions as he/she communicates policy positions most of which, if not all, are associated with a ruling party. In this way a government communicator stands in conflict with opposition parties. It is this political trajectory that poses a great challenge for a government communicator.

More often than not, government communicators find themselves in a dilemma, with political representatives who want them to play roles of communication which may seem party political in nature. But government communicators are public servants, whose operational code is impartiality and professionalism as encapsulated in the public service regulations.

It must also be noted that communication tends to be an embodiment of politics and government administration with messages emerging from the administrative-political melting pot. The following is an abridged version of guidelines regarding the conduct of government communicators during elections.

4.4.1. Guidelines on government communication during an election period

The period of elections is usually a testing time for government

communicators because it requires them to identify the fine line between party political communication and government communication. It is normal practice in most democracies that, during an election period, particular attention is paid to ensuring that government communication structures and officials do not act in a way that advantages or disadvantages participants in the electoral contest.

Prior to the 1999 national elections, the GCIS developed Guidelines on government communication during the formal election period.

On 31 March 1999, the Cabinet decided on a possible 'framework to be formulated to regulate against the dissemination of government information during election periods' in a way that is to the advantage of one political party and to the disadvantage of others. It adopted the Guidelines on 28 April 1999.

The Guidelines also adopted during the local government elections in 2000 remain relevant. They are meant to



assist government communicators and other relevant public servants in determining the specific parameters within which they should conduct their work during an election period.

4.4.2. Scope of application

According to the Independent Electoral Commission (IEC), an election period is the period during which the IEC's Code of Conduct and the Independent Communication Authority of South Africa's regulations apply. For the municipal elections this period will be determined once the date for the election has been announced, and party lists are submitted and participating parties and candidates confirmed. The period will end when election results are certified and announced.

The regulations state that during an election period: 'State-financed media shall not be used for the purpose of promoting or prejudicing the interests of any political party.'
'State-financed media means any newspaper, book, periodical, pamphlet, poster, media release or other printed matter, or statement, or any audio and video material, or any information in electronic format such as CD-ROM, Internet or e-mail which is produced and disseminated to the public, and which is financed by, and directly under the control of government.' Examples of State-financed media include *BuaNews* Online, internal and external government newsletters and magazines.

These regulations apply only to communicators and other relevant

public servants. Ministers, other political representatives, contractual workers and employees in role-playing posts in government are regulated by the Ministerial Handbook.

4.4.3. Public Service Act, 1994

In terms of the Public Service Act, 1994 (Act 103 of 1994), public servants are prohibited from acting in a manner that is intended to promote or prejudice any political party. In particular, Section 36 (c) of the Act reads: 'an officer or employee may not draw up or publish any writing or deliver a public speech to promote or prejudice the interests of any political party.'

According to Section 20 (g) of the Act, 'an officer, other than a member of the services or an educator or a member of the National Intelligence Services, shall be guilty of misconduct and may be dealt with in accordance with public service regulations if he or she makes use of his or her position in the public service to promote or to prejudice the interests of any political party.' This includes the use of government resources.

During an election period, these and other provisions of the Act continue to apply to all public servants. Communication agencies and components of government and their employees have to exercise special care to ensure that their media products, statements and public events do not promote or prejudice any political party.

4.4.4. Constitutional rights and obligations

Government communicators and their departments should continue meeting the obligation of government to provide information to the citizenry. They should continue exercising their responsibility to articulate, promote and defend the policies, programmes and actions of the Government. Like all other citizens, communication officers have the freedom of association. Subject to the provisions of the Public Service Act, 1994 and public service regulations, they may belong to any political party of their choice.

4.5. Understanding government policy

Government's policy of communicating with the people is founded on the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Section 32 (1) of the Act states that:

- (1) Everyone has the right to;
 - (a) any information held by the State
 - (b) any information that is held by another person and that is required for the exercise or protection of any rights.
- (2) National legislation must be enacted to give effect to this right, and may provide for reasonable measures to alleviate the administrative and financial burden on the State.

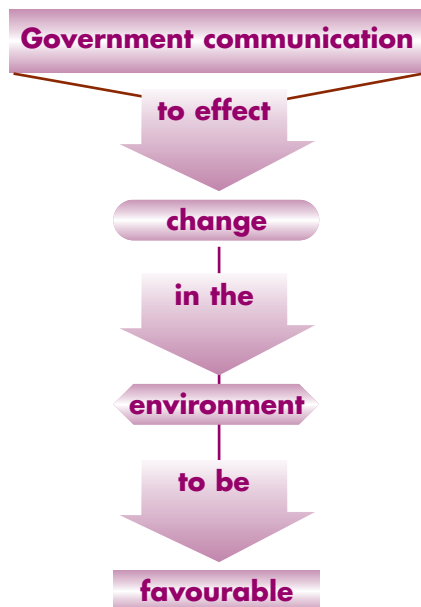
The Promotion of Access to Information Act, 2000 (Act 2 of 2000), seeks to give effect to the right of the public to access information, as provided for by

the Constitution. It is imperative for government communicators to have a firm grasp of government policies to be able to articulate government's position confidently.

4.6. Government communication and environmental scanning

Communication in government is pursued to fulfil the mandate and duty to inform the public. As a government communicator, you are expected to understand the chain of events in the Government communication system. Moreover, you should be able to examine all conditions that characterise the environment. Government communication takes place in an environment that must be improved, sustained or encouraged.

The illustration suggests that a communicator pursues the function of communication to alter the environments in favour of the fulfilment of government's mandate. It is, therefore, of paramount importance that as a government communicator, you make serious attempts to analyse the environment in which your messages will be communicated. As a government communicator you must realise that your function is directly linked to the function of meeting the information needs of society. Therefore, every communicator must seek to execute their function with the knowledge that the messages are to satisfy a public expectation. Various media may also mediate these messages. The challenge for a government communicator arises



because these mediators are not devoid of interest group agendas, some of which might be inconsistent with those of government. A communicator must understand these dynamics within the environment.

The next challenge for a government communicator is to understand the journey taken by the messages to be

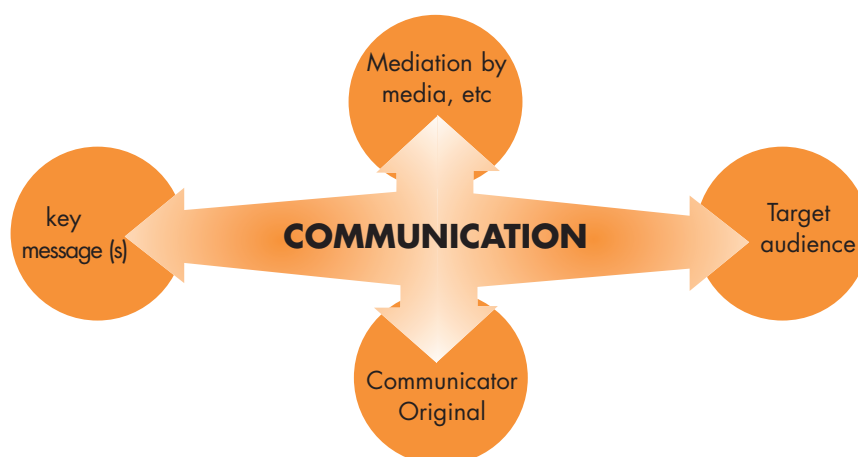
communicated, what and who deals with these messages before they reach the target audience.

As a government communicator it is critical that you understand that the messages you communicate may reach your target audience through the interpretation of those who are mediating them. Hence your communication strategy must take this into account. The key issue to deal with is the possible changes in the message and how your strategy will minimise distortions to the content of your message.

It is critical to understand the following key components of communication (see illustration below).

Guidelines for dealing with the media

'It seems clear 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 Cabinet/South African National Editors' Forum (SANEF) *Indaba* held at Sun City, North West on 30 June 2001.

Although the GCIS regularly arranges media briefings on behalf of Clusters or departments, communicators are often required to respond to issues raised by the media or in response to requests by principals. Depending on the nature of the issue being addressed, communicators may have to decide on the best way to respond. Some of the options at the disposal of the communicator are:

Media statements: This might be a simple statement correcting a report in a particular newspaper or broadcast. On the other hand, such a statement may have to be directed to a range of media houses if a story has been widely and incorrectly carried. There is often no guarantee that the information will be used as media houses are reluctant to publish apologies or corrections unless there are legal consequences which compel them to do so. Even then, the media retain legal counsel for such purposes and in certain instances will choose to go to court if they are convinced of the strength of their information.

Letters to the editor: This could appear on the letters' page in the name of the political principal or the communicator. A stronger response

can be achieved if the corrective information is put in the public domain in the name of a third party not seen to be in government. It is advisable that communicators cultivate contact with third-party endorsers who can be requested to respond to certain issues. There is generally a strong likelihood that such a letter will be published as the letters' page is a media institution recognised as the columns through which the public has its say on current affairs. Such letters do, however, have to conform to laws governing libel, defamation, etc. before being considered for publication.

Opinion-editorial (op-ed) pieces

An op-ed piece is perhaps the strongest response a communicator can use in correcting inaccurate reporting. As the name implies, the content of such a piece is a combination of both opinion and editorial and does not conform to the conventions of the 'objective hard news' report. Space in newspapers for such pieces cannot be booked and involves negotiations with editors. Editors subject such pieces to a number of tests to decide whether they are worth publishing, including the test of newsworthiness. The op-ed allows a communicator to develop a reasoned response to an issue or a new development in order to explain it to the public more clearly.

Although some of the suggestions in this section of the Handbook are based on a reactive response to messages in the public domain, the op-ed allows government to be proactive in placing new issues on the media agenda before they enter the

communication environment. As with letters to the editor, a third-party endorser or expert often is a better signatory for such a piece than a government communicator or principal. Communicators can invoke a media convention known as the 'right to reply' to ensure publication of such a piece. On the other hand, if media made unsuccessful attempts to elicit government response because of a slowness to respond to media queries or evasiveness on the part of the communicator, the likelihood of such a piece being placed diminishes.

Advertisements: Often used by government to respond to issues or to bring new issues to the public domain, this is the weakest tool at the disposal of the communicator because of the high cost of advertising in both electronic and print media. Secondly, the credibility of information in an advert is often treated with scepticism by the public. Finally, it indicates that the communicator was not successful in packaging the information in a manner newsworthy enough to attract the attention of a journalist. Although a weak option, there are times where communication in the form of adverts can be used, but this should be seen as necessary only when required as part of a broader communication strategy or a last resort.

Advertorials: Like an advertisement, an advertorial (advertisement + editorial = advertorial) is a paid-for media space. The difference, however, is that it appears to the reader as news copy, although branded as 'advertorial'. Although creating the effect of greater credibility, advertorials

still carry a high cost factor and, where they are detected, an image of low credibility.

While the above represent some of the tools in the communicator's toolbox, one of the most effective ways of dealing with the media is through direct contact. Direct contact can be structured in a number of ways:

One-on-one briefings with journalists:

These often arise as a result of requests from media houses, but can be effectively used for proactive communication. As media are driven by the psychology of the scoop or the exclusive story, this can be very effective on certain issues particularly where communicators have strong relationships with individual journalists covering their beat. This can also work well where a particular journalist has been consistently incorrect or off-message on an issue.

Beat briefings: Although government is generally covered by political journalists, it might often be required that certain beat journalists be targeted for special briefings. These could be from health, transport, finance, agriculture, etc. Such briefings are important as these specialist journalists have a finer (and sometimes more troublesome) understanding of a particular area. Keeping them constantly aware of developments on their beats is vital to government.

General briefings: The GCIS frequently arranges briefings for the media on specific issues and some that affect government in general. Departments and Clusters also conduct

briefings from time to time and these have had the effect of reducing speculative reporting around some issues as pertinent information has been placed on record for the media.

Parliamentary Press Gallery Association (PGA) briefings:

The PGA comprises reporters whose dedicated beat is Parliament. Located in Cape Town, briefings with the PGA are regularly organised by the GCIS. The most frequent briefings with the PGA take place following Cabinet meetings and during the Parliamentary Media Briefing Weeks following the Opening of Parliament and various *makgotla* as well as after each two monthly cycles of Monitoring and Evaluation reports to Cabinet.

Lock-up briefings: Most frequently conducted by the National Treasury, the lock-up briefing is based on the idea that complex information requires assistance from the media with interpretation. The release of statistics or complex results of studies might require a lock-up style briefing during which principals explain the information and field questions on information presented to manage the manner in which it enters the public domain. Usually information presented during such a lock-up is embargoed until the end of the lock-up. The GCIS can assist line-function departments in the protocols required for such a briefing.

Foreign Correspondence

Association (FCA) briefings: Some foreign correspondents based in South Africa are members of the FCA. Through analysis of stories in international media and requests from

the FCA, the GCIS regularly arranges media briefings for FCA members and line-function departments. Because not all foreign reporters are members of the FCA, the GCIS maintains a database of foreign reporters in South Africa to facilitate contact with the international media.

Formats for briefings

Briefings of the kind described above can take many formats.

Communicators need to establish the format with the principal(s) leading a briefing prior to its commencement. The chair of a briefing should then announce the format before the briefing begins. The formats are:

On-the-record briefings: As the term suggests, all information at such a briefing is for broadcast, is printable and is attributable. In other words, the person(s) leading the briefing can be quoted by name by the media in attendance and all the information is considered a matter of public record. Although this might be obvious, it needs to be clarified at the start that such a briefing is on the record and attributable by name and designation to the principal (s) conducting the briefing. This format need not be announced in advisories to the media as it is generally assumed that briefings are on the record.

On-the-record, but not-for-

attribution: This is a trickier briefing to conduct and manage. The media need to be given a clear indication that the information being discussed can be used in coverage, but the source cannot be named. A clear indication needs to be made on

whether the source can be referred to as 'a senior government official' (i.e. anonymously) or not at all. These are sometimes referred to as 'background briefings' and the format and terms of the briefing must be announced both in the advisory (as a background briefing) and at the briefing itself.

Off-the-record and not-for attribution:

As the term suggests, this is intended to be a background briefing for the information of the media and the material can neither be used, nor can any reference be made to the source by name, by designation or anonymously. The format and terms of such a briefing must be made clear both in the advisory and prior to the start of a briefing. These are sometimes called 'deep background briefings'. The advisory sent to media can describe it as a 'deep background briefing', but might want to omit the name of the principal conducting the briefing. Such briefings require high levels of trust and are best done on a one-on-one basis.

On-the-record and for anonymous attribution:

It is often necessary to prepare the communication environment for certain important developments. In such instances it might be useful to brief the media on the record but not have a principal quoted by name. Media should be given an indication on whether the source of the information can be described in general terms or more specifically within the idea of anonymous attribution. For example, would the attribution 'senior official in the Department of Foreign Affairs' or

'a representative from the Ministry of Health, speaking on condition of anonymity' lend more credence to a particular story than 'government official' or 'senior ministerial official'? The statement 'speaking on condition of anonymity' is usually associated with negative or leaked information and communicators must ensure that such briefings do not lend themselves to such a description of principals. This format needs to be announced at the briefing and should not form part of the advisory.

As the above formats make clear, there are some rules of engagement with the media that make the task of communicators a little clearer. One of the most frequently made errors in briefings is the failure to announce the format of a briefing before it begins. This confuses media and sometimes leads to unintended publication of sensitive information. It is therefore vital that formats are announced, both where necessary in the advisory and prior to the commencement of a briefing.

Another frequently made error is the tendency to move between on-the-record and off-the-record formats. Briefings should be consistent with the stated format or constructed in such a manner that principals are clear, within the timeframe of a single briefing, on where on-the-record ends and off-the-record begins. Erratic skipping between the two increases the likelihood of damaging communication appearing in the public domain and the consequent erosion of trust between government and the media.

As a rule, some principals do not make off-the-record statements that are not defensible in an on-the record context. Others who have strong relations of trust with the media, comfortably impart information in an off-the-record, not-for-attribution context.

It is the task of the communicator to establish the preference of his/her principal and the specifics of the content on which media are to be briefed.

Rapid Response Unit

The GCIS, in conjunction with the International Marketing Council's (IMC's) Communication Resource Centre (CRC) – which is responsible for daily monitoring of international media – convenes a daily Rapid Response Unit teleconference. The activity is intended to empower line-function departments to address challenges faced in the communication environment. As an aspect of a

number of government communication cycles, the outcomes of the teleconference are communicated to a number of line-function departments, external stakeholders, the GCIS project teams and senior government officials. A key objective of the teleconference is to make recommendations and implement them in time for departments to respond to issues raised by the media.

Departments are encouraged to become more actively involved in the rapid response process through alerting the GCIS to developments in the communication environment affecting them and by participating.

To participate, contact:

The CRC – (012) 366 1900

GCIS: International and

Media Liaison – (012) 314 2131 or
(012) 314 2145/
2162/2131

News Service – (012) 314 2167

National Liaison – (012) 314 2286

4.7. Generic Key Performance Areas (KPA's) for HoCs

The Cabinet approved the introduction of measures to allow the GCIS to monitor and co-ordinate government communication more effectively and ensure implementation of the overall GCS.

These measures include the introduction of generic key performance areas for HoCs, which are aimed at enhancing the co-ordination and integration of government communication. This follows the resolution taken at a GCF to the effect that the GCIS should be more involved in the processes aimed at improving government communication. This initiative should enable the GCIS to improve government communication for better co-ordination and integration of messages, campaigns and programmes. The KPA's outline the generic functions of the HoC in a Ministry and department. This empowers the HoC 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 fulfil their obligations towards the co-ordination of government-wide communication by adhering to mechanisms that have been established to fulfil this objective.

The HoC shall, among others:

- o submit departmental communication strategies and programmes developed in line with the overall GCS within two weeks of Cabinet approval to the GCIS
- o participate and contribute to the programme of Communication Clusters, GCF, meetings for HoCs and 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 *Bua Magazine*, and development of communication strategies for Clusters
- o ensure quality of the work of the MLO, with specific reference to the following:
 - (i) respond to all media enquiries and issue media statements, opinion pieces and feature articles
 - (ii) maintain a healthy relationship with the media, including the PGA
 - (iii) develop deliberate strategies to keep the foreign press corps informed of the department's work and approaches to issues
 - (iv) ensure that there are clear plans for each campaign and that such are linked to the GCS.
 - (v) ensure professional and strategic presentations for Media Briefing Weeks
 - (vi) contribute to the Cabinet Memoranda, in particular the item on communications implications

- (vii) communicate with the GCIS the plans and outcomes of exchange programmes with other countries
- (viii) improve proficiency and maintain quality standards in so far as adhering to the basic fundamentals of communication management, such as:-
 - (aa) managing advertising and other agencies that do communication work for the department
 - (bb) ensure strategic planning around main communication 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) manage the distribution of publications and materials to reach target audiences, including through the IRC, GICs and MPCCs
- (gg) build capacity for the communication division by implementing training programmes.

Assessment of KPAs

The Minister and/or Director-General will conduct regular assessments of the HoC, or any other senior official delegated by them as per 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 his/her 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.

5. *Imbizo* Manual

During 2000, the 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 shall 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. For example, 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*.

The President and Deputy President have set aside 2 – 3 days in their diaries three times a year to give concrete expression to the *Imbizo* programme through visits to provinces. 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 to 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 at a particular time-frame.



The GCS 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 SoNA and after the Budget Speech and once towards the end of the year.

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 that year 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 National Treasury which respectively communicate the Programme of Action for the year and the Budget that will underpin its implementation. The core message for the year, e.g. *A People's Contract to Build a Better South Africa and a Better World*, will be prominent and visible throughout.

The President and Deputy President's participation raise the profile of this style of governance and set an example to the whole government.

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.

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.

5.1. 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 a GCS.

5.2. 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 and Action Plan for the President's *Imbizo* in the North West are shown on pages 34. Underneath it is an Action Plan showing how the implementation will take place.

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

5.3. 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 department of the 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 strictly maintained.

Protocol and security have to be taken on board at all times as their understanding of the *Imbizo* is crucial to its success. Neglecting to brief them thoroughly may result in the failure of the *Imbizo*, as they are 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 Member of the Executive Council (MEC) in the province, depending on the nature of the *Imbizo*.

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

5.4. 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 clearly indicate who will be responsible for which tasks.

5.5. 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 the national government.

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

5.6. Consultation with the province and local municipality

Most *Izimbizo* 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 failure hence all parties must be consulted in advance about the *Imbizo*.

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 project sites to visit should be confirmed by actually visiting them.

5.7. 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 by the President, Minister or Premier.

The Task Team should select 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 include:

- o water
- o roads
- o poverty alleviation initiatives
- o health facilities
- o electricity
- o housing
- o education programmes
- o agricultural initiatives
- o economy boosting initiatives.

There may be other political or social

ills that are high on the agenda of the province that may need to be addressed during the *Imbizo*. These may be problems of racism, high level of crime, unemployment, etc.

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 only.

5.8. Media liaison

Media liaison is critical to popularise *Imbizo* in order to relate to people the commitment government has in forming unity with the people 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,

among others:

- o briefings to the media
- o interviews
- o which media/journalists are to be targeted
- o opinion pieces
- o statement of key messages about the *Imbizo*
- o 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 *Izimbizo*, 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 an *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.

5.9. Publicity

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 to *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 SoNA and the People's Guide to the Budget, which it makes available for *Izimbizo*. 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 *Izimbizo*.

5.10. Promotional material

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

5.11. 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:

- o electricity grid connections
- o houses completed or under construction
- o people gaining access to water
- o people gaining access to healthcare
- o number of telephone lines installed
- o matriculation results or educator: learner ratio.

The above statistics must be collected from 1994 – current to show trends of

progress. This can in turn be used on publicity material for the *Imbizo*. In terms of qualitative data, consideration must be given to issues on development in the specified area, languages spoken, natural resources, and 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.

- o 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.
- o In processing the research consideration must be given to both the outputs and impact of service delivery.
- o 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.
- o It is important to keep the briefing notes clear and precise, because they can then be used and further processed by the MLO 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:

- o 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.
- o Ideally scribes should come from the communication section, because they are more aware of the communication environment in which they will be documenting issues raised.
- o A user-friendly form needs to be drawn up by the researcher for each scribe to complete when documenting issues raised by the people.
- o 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, or in a tabular form, which captures all the fields of the scribe form.
- o A fortnight after the *Imbizo* visit, it may be necessary to visit the province to obtain their report back, as well as discuss the development of a consolidated report.
- o 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.
- o 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.

5.12. 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.

5.13. 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. To achieve this, detailed recording and documenting of proceedings is required. People allocated to perform this task should be fully dedicated and should not be distracted, as they need to capture everything. Audio-visual and radio recording 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 Task Team must ensure that there is an operational Public Address (PA) system and roving microphones.

Given the mobile nature of these sessions, it would be advisable to outsource the PA system from venue to venue. The 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.

5.14. Monitoring the programme

The Task Team should allocate members to all the venues where the *Imbizo* will be taking place, to ensure that things are organised. Any problems should 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 in the programme. 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 principal's itinerary.

However, the Project Leader should be dynamic and flexible to deal with unforeseen circumstances. Continuous briefing of 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 to assess the proceedings plan for the next day.

5.15. 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*.

5.16. 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*.

5.17. *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.

5.18. 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 appropriate official.

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 is huge progress that can form the basis for a good media follow-up.

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 in order to improve their quality of life.

Guidelines for effective scribing during an *Imbizo*

A crucial determinant of the success of an *Imbizo* is effective follow-up on issues and concerns raised during an event, as an *Imbizo* will ultimately be

measured by its follow-up in terms of action taken. Outlined below are some guidelines, which serve as pointers for effective capturing of issues and concerns.

There should be a central person who co-ordinates and briefs scribes. The co-ordinator should also have prior access to the programme to make logistical arrangements for scribes to be present at all the events. There should be at least two scribes allocated per event.

Scribes could take on alternate (event one and three OR two and four) events in the programme to allow for travelling arrangements.

Scribes must be fluent in both English and the prevalent language spoken in the area where the *Imbizo* takes place. Scribes should come from the communication section, because they are more aware of the communication environment in which they will be documenting issues raised. When capturing issues raised it must be done in such a way that follow-up action is borne in mind. Accuracy and capturing the gist of the issue are therefore essential.

The response and action committed to by the relevant political principals (MECs, Premier, President, Deputy President, mayor, councillors) must also be accurately captured. This is crucial in terms of accountability. A user-friendly form needs to be drawn up 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 helps scribes to document in rural areas. An example of the

format of the form is attached as a guide (see Addendum 1 on page 34 and 38).

The co-ordinator needs to collect all scribes' notes and collate them 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. An example is attached in Addendum 2. A fortnight after the *Imbizo* visit, it may be necessary to visit the province to obtain their report-back as well as to discuss the development of a consolidated report.

The consolidated report of issues raised will form part of the comprehensive report prepared by the province hosting the *Imbizo*. Issues raised will affect various provincial departments and local government, and may even have implications for national departments. The report must thus be communicated from the relevant Office of the Premier to the relevant responsible departments or bodies via the proper protocol channels. This to ensure that action is taken and communicated to the affected province or area.

The HoC in the province needs to ensure that feedback from provincial departments, national departments and all other responsible entities is communicated to the affected communities. 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.

Addendum 1

PRESIDENTIAL *IMBIZO* IN NORTH WEST

Name and contact details of scribe:

Date: (tick appropriate box) ☐ Friday ☐ Saturday ☐ Sunday

Issue raised:

Raised by whom:

Action already taken:

Action needed or committed:

Provincial responsibility:	
(tick the appropriate box)	
Office of the Premier	<input type="checkbox"/>
Portfolios for North West	<input type="checkbox"/>
Agriculture, Conservation and Environment	<input type="checkbox"/>
Development, Local Government and Housing	<input type="checkbox"/>
Economic Development and Tourism	<input type="checkbox"/>
Education	<input type="checkbox"/>
Finance	<input type="checkbox"/>
Health	<input type="checkbox"/>
Roads and Public Works	<input type="checkbox"/>
Safety and Liaison	<input type="checkbox"/>
Social Service, Arts, Culture and Sport	<input type="checkbox"/>
Transport and Roads	<input type="checkbox"/>
National responsibility:	
(tick the appropriate box)	
National departments	<input type="checkbox"/>
Arts and Culture	<input type="checkbox"/>
Agriculture and Land Affairs	<input type="checkbox"/>
Communications	<input type="checkbox"/>
Correctional Services	<input type="checkbox"/>
Defence	<input type="checkbox"/>
Education	<input type="checkbox"/>

Environmental Affairs and Tourism	<input type="text"/>
Foreign Affairs	<input type="text"/>
Government Communications (GCIS)	<input type="text"/>
Health	<input type="text"/>
Home Affairs	<input type="text"/>
Housing	<input type="text"/>
Justice and Constitutional Development	<input type="text"/>
Labour	<input type="text"/>
Minerals and Energy	<input type="text"/>
National Intelligence Agency	<input type="text"/>
National Treasury	<input type="text"/>
Provincial and Local Government	<input type="text"/>
Public Enterprises	<input type="text"/>
Public Service and Administration	<input type="text"/>
Public Works	<input type="text"/>
Safety and Security	<input type="text"/>
Science and Technology	<input type="text"/>
Social Development	<input type="text"/>
Sport and Recreation South Africa	<input type="text"/>
The Presidency	<input type="text"/>
Trade and Industry	<input type="text"/>
Transport	<input type="text"/>
Water Affairs and Forestry	<input type="text"/>
Other responsible organisations:	<input type="text"/>

Addendum 2

Province or Dept/Place/Date: Free State/ Sediba/Thaba Nchu – Open Day for MPCC – / 09 October 2004

Issue raised	Cluster	Responsible authority	Action taken or to be taken	Status

Note:

Province: refers to the province where the *Imbizo* took place OR the department which organised the *Imbizo*.

Place: refers to the actual location where the interactive governance took place (events from the programme).

Date: the date when issues were captured by scribes on the ground.

An example of the form to be filled in by scribes during an *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 <input type="checkbox"/>	Traditional leaders meeting <input type="checkbox"/> Lebotlwane MPCC <input type="checkbox"/>
Issue raised:	
Raised by whom:	
Action already taken:	
Action needed or committed:	
Agriculture, Conservation and Environment MEC	<input type="text"/>
Agriculture and Land Affairs	<input type="text"/>
Arts and Culture	<input type="text"/>
Communication	<input type="text"/>
Correctional Service	<input type="text"/>
Defence	<input type="text"/>
Development, Local Government and Housing MEC	<input type="text"/>
Education	<input type="text"/>
Environmental Affairs and Tourism	<input type="text"/>
Education	<input type="text"/>
Environmental Affairs and Tourism	<input type="text"/>
Economic Development, Planning and Tourism MEC	<input type="text"/>
Education MEC	<input type="text"/>
Foreign Affairs	<input type="text"/>
Finance MEC	<input type="text"/>
Health	<input type="text"/>
Housing	<input type="text"/>

Home Affairs	<input type="checkbox"/>
Health MEC	<input type="checkbox"/>
Justice and Constitutional Development	<input type="checkbox"/>
Labour	<input type="checkbox"/>
Office of the Premier	<input type="checkbox"/>
Provincial Safety and Liaison MEC	<input type="checkbox"/>
Provincial responsibility: (tick the appropriate box)	<input type="checkbox"/>
Portfolios for North West	<input type="checkbox"/>
Social Service, Arts, culture and Sport MEC	<input type="checkbox"/>
Social Service, Arts, Culture and Sport MEC	<input type="checkbox"/>
Transport, Public Works and Roads MEC	<input type="checkbox"/>
Traditional Affairs and Corporate Affairs MEC	<input type="checkbox"/>
Minerals and Energy	<input type="checkbox"/>
National responsibility: (tick the appropriate box)	<input type="checkbox"/>
National Departments	<input type="checkbox"/>
National Treasury	<input type="checkbox"/>
National Intelligence Agency	<input type="checkbox"/>
Provincial and Local Government	<input type="checkbox"/>
Public Enterprises	<input type="checkbox"/>
Public Service and Administration	<input type="checkbox"/>
Science and Technology	<input type="checkbox"/>
Safety and Security	<input type="checkbox"/>
Social Development	<input type="checkbox"/>
Sport and Recreation South Africa	<input type="checkbox"/>
The Presidency	<input type="checkbox"/>
Trade and Industry	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Water Affairs and Forestry	<input type="checkbox"/>

6. Development Communication

6.1. What is Development Communication?

'Development Communication is the art and science of human communication applied to the speedy transformation of a country and the mass of its people from poverty to a dynamic state of economic growth that makes possible greater social equality and the larger fulfillment of the human potential.' – (Nora Quebral; *Quoted in Development Communication – rhetoric and reality* by Pete Habermann and Guy de Fontgalland.)

Government has adopted an approach to dialogue with its citizens, which is described as Development Communication.

- Development Communication is a method of providing communities with information in a manner that enables them to use that information to improve their socio-economic well being.
- The Development Communication approach is aimed at making public programmes and policies real, meaningful and sustainable.
- Information must be applied as part of community development efforts and must address information needs identified by communities, including various structures and groups within the communities.
- Most importantly, the information should take into consideration the

diversity of culture, language and different literacy levels.

- The intended outcome is to make a difference in the quality of life of individuals and communities.

For more information about Development Communication, visit the website:

www.gcis.gov.za/mpcc or contact the GCIS Directorate: LLIM on (012) 314 2133.

6.2. The Development Communication approach

- **It is responsive**

This means that communication between government and the community must be responsive to the needs of the community within the context of government's mandated programme to improve lives of all South Africans.

- **It relies on feedback**

It is a two-way communication process that involves consultation with the recipients of information and provides them with answers to their queries. This process similarly gives government an opportunity to listen to the ideas and experiences of communities, especially about programmes and services aimed at improving their lives.

- **It must be creative and innovative**

The message must clearly show how information can better the lives of recipients. The message must promote hope and trust among its recipients, as well as encourage

them to be interested in its content and to become a part thereof.

- **It is about continuity and sustainability**

It is not about government dumping communication material on communities and not making sure that they understand its content. Follow-up workshops can be arranged to emphasise the importance and necessity of the information. The community must therefore use it continually and in a sustained way to enrich their lives. It must be available continuously when there is a need.

- **It relies on community participation**

It is about planning with communities and identifying their information needs. It is also about working with communities in disseminating information, and inviting government officials to explain how programmes work and how they can be accessed.

Example:

You are arranging a workshop on human rights issues. You invite someone (a commissioner) from the Human Rights Commission to explain basic human rights and how the community can exercise those rights, while local groups with an interest in these issues play a role in mobilising the community and special-interest groups to participate.

- **It promotes bringing government closer to the**

people so that they do not have to travel long distances to access government services

Example:

Through the *Imbizo* community-outreach programme, government interacts with the people and listens to their concerns about government programmes, services, etc.

- **It is about the use of relevant language**

Concepts must be developed in the language of the community served, and the community must participate in the development of that material.

Example:

Arrange a pre-testing exercise at an MPCC, where the community gets to see the material before it is produced. This gives them the opportunity to comment on the language used and its relevance, as well as the accessibility of content.

6.3. Principles of Development Communication

To ensure that the use of Development Communication becomes successful, especially in the context of GCPs, it is imperative to outline some of the fundamental aspects of this approach. This can also specifically be done in the context of how Development Communication principles have been institutionalised through

MPCCs and district-based Government Information Centres (GICs). Principles are also important to consider when developing government's communication campaigns through the GCF, such as the following:

- NETWORKING activities are regularly undertaken with stakeholders to identify community information needs and problems experienced in accessing government programmes.
- The formation of PARTNERSHIPS through liaison and networking with key local institutions, structures of civil society and role-players in the community is significant in sharing resources and fostering joint problem-solving efforts.
- PROFILING the communities to enable the development communicator to understand the situation at grassroots level, especially being a single-entry point to identify where potential solutions can be found.
- INFORMATION DISSEMINATION to empower people with the knowledge they need as well as informing them about government programmes and policies, through a wide range of innovative and community specific communication methods.
- MEDIA LIAISON to form good relationships with journalists and

disseminate some information through them.

6.4. Methods of Development Communication

(a) Audio-visual

- o Communicators should obtain the necessary training on video recording so that they can record important community events, play them at MPCC waiting rooms, community halls, and also communicate important issues to local, provincial and national government.
- o A video on youth issues and activities, and their problems, fears, excitements, suggestions, concrete recommendations, etc. could be part of a campaign leading to a public meeting or even a youth day event. The video should not only dwell on problems but also on community and government solutions.
- o The use of audio-visual technology and other related media are valuable tools to share important and useful information on government services that can better the lives of ordinary people.

There are four phases, which have the potential to impact on the Development Communication environment:

- (i) marketing and product penetration to create excitement through publicity, brochures, door-to-door visits, posters, interviews, film festivals, vibrant discussions and focused groups,
- (ii) segmentation of stakeholder groups and focus on micromarketing using films, film-making and videos, depending on the needs of the target group,
- (iii) product development using culturally-specific footage from archives and ultimate broadcast for film festivals
- (iv) diversification with local content additions.



(b) Discussion circles

- o Discussion groups are structured along the lines of quality circles where representatives from different communities, stakeholders or ward groups discuss important issues pertaining to information needs and queries about service delivery.
- o It is an open discussion based on small group dynamics where specific issues on delivery, products, questions and programmes are brainstormed.

(c) Radio

- o This entails live broadcasts of outdoor programmes or studio panels discussing relevant topics.

- o Community members can use the telecentres at MPCCs to access the programmes. Studio guests can specialise in issues such as domestic violence, child protection, women and child abuse, crime prevention, etc. GCIS communication officers must arrange for the panelists and the programme. They must also advise the telecentre manager to seek government or community sponsors for the costs of the phone-in programme.
 - o Local government should feature prominently as partners in this venture as they are closest to the callers and can respond most effectively.
 - o Government communicators can play a major role in creating this enabling platform for their counterparts, especially as a small budgetary contribution from a few participants makes this medium a viable option.
- (d) Community participation**
- o Panel discussions at MPCCs, at each ward or a group of wards.
 - o The senior communication officer, district municipality or provincial communicator should arrange with the school principal, regional educational inspector and expert from a non-governmental organisation (NGO) to talk to the communities about impending changes to the education system.
 - o At such an event a representative of the Department of Home Affairs could also speak to prospective applicants about what is needed to apply for an Identity Document, while a representative from the Department of Labour could outline how learnerships work, etc.
- (e) Television**
- o Television may be used for national developmental programmes to educate and entertain the community, e.g. Edufocus is a national programme done by the SABC together with the Department of Education to educate young people about life skills, health issues, etc.
 - o These programmes can be used successfully in other local platforms and government communicators can work effectively together to create networks to enhance the distribution channels of these products.

(f) Drama

- o Folk-drama may be used to tell stories or events in a dramatic way. It is an objective way of addressing sensitive issues that communities may not talk about openly. In this way, the characters do the talking.
- o Stop-start drama is simple and real. It presents problems and tries out different solutions.

(g) Other

- o Participatory observation – attending projects to observe in your locality. By having effective local government communication structures in place, this form of on-the-job learning will be more easily facilitated.
- o Exchanges include staff members visiting projects in other provinces or across various departments. This is aimed at building a learning network, where one staff member can visit another province for learning purposes.

6.5. Use of resource material

Various forms of resource material can be used to promote Development Communication. These resource material can be used for awareness

purposes and to mobilise the community to attend workshops, roadshows, dramas, *Izimbizo*, etc.

- **Key message leaflet**

This entails a simple language A5 leaflet with key messages that are both clear and simple. It can be typed and photocopied for distribution.

- **Loudhailing**

A loudspeaker can be used to mobilise a particular community to attend an event at a stadium or community hall. It is used preferably in deep rural areas to mobilise communities.

- **Word of mouth**

This entails the 'each-person-teach-another' principle, whereby information is spread through friends, families, neighbours, etc. It is also preferred in deep rural areas where everyone knows everybody.

- **Posters**

A well-designed and printed poster can be put on community halls and public places such as schools, clinics, post offices, local business, etc. to disseminate a particular message. The culture of having community notice boards at MPCCs should be developed.

- **Promotional material**

Products like T-shirts, caps, key-holders, etc. can be used in big projects such as the SoNA, *Izimbizo*, etc.

- **Flyer**

This entails a small and simplified version of the key concepts and messages that is quick to read and understand.

- **Z-card**

This is a pocket booklet consisting of key messages. It is easy to handle but also contains a little more information.

- **Electronic and print media**

This entails community radio stations/print media which are localised and use the language and dialect of the community, e.g. Voice of Phalaborwa. Should mass commercial media be used, this should only be in a way that enhances citizen access or which is appropriate in the relevant community, that is, where such commercial media are appropriate and accepted in that community.

To access the services of the GCIS' regional distribution of resource material, see Annexure A on page 51.

6.6. MPCCs: Vehicles for integrated service delivery

- The most useful innovation in this process of communication for development has been government's programme of rolling out MPCCs, primarily in rural areas.
- MPCCs are designed as places

of a more permanent or semi-permanent point of contact between communities and government, and from which a number of programmes and projects can be run. No less than six government services are offered at MPCCs. A further development has been the GCIS' commitment to the location of a GIC in each of the district municipalities.

- GCIS communication officers have a significant role to play in expediting the notion of Development Communication. This is largely as they interact directly with communities on a regular basis, monitoring and evaluating the impact of the work done through MPCCs and how this has improved the quality of lives of communities.
- Information dissemination is conducted at MPCCs through public meetings, exhibitions, workshops, training sessions, open information days, drama groups, awareness programmes and media briefings to ensure that communities understand the content of information resource material and are able to relate it to their daily lives. National *Imbizo* events, provincial executive council outreach events, outreach programmes of district and local municipality Mayors; the provision of big screen broadcasts of the SoNA by the President as well as the Opening of Provincial

Legislatures by the Premiers, are also among events held at MPCCs, allowing ordinary citizens direct access to events which have historically been restricted, largely due to media ownership patterns.

6.7. Local Liaison and Information Management

- All Development Communication programmes and projects should be aligned to the Integrated Development Plan (IDP). The IDP is an essential management tool for local government, whereby communities are encouraged to participate in local-level decision-making and planning for service delivery – in an integrated manner. Municipalities, and in particular the wards, are key entry points for the Development Communication practitioner.
- The Ward Information Management System (WIMS) is an online resource in the form of a database for district-based communication officers. It provides access to community profiles (including literacy levels, languages, local organisations and stakeholders) at ward level. While this is currently only an internal GCIS operational system, government communicators are encouraged to request profiles of areas where campaigns are to be implemented.
- Community media (ways in

which communities share information) plays a significant role in Development Communication and information sharing at a local level. Channels of community media include local newspapers and radio, community meetings (*Indaba/Makgotla* and word of mouth).

6.8. Why do we need to practise Development Communication?

- The lack of co-ordinating communication structures at local government level has had an impact on the quality of communication efforts within the local government and on the effective and efficient communication of government service-delivery initiatives aimed at improving the quality of life of the citizenry.
- In South Africa, MPCCs have been identified as vehicles through which all government communicators can reach communities. However, 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.
- Development Communication promotes government's ability to speak with one voice – not

in a sense of uniformity, but that the central policy intentions and visions are uniformly interpreted and explained to stakeholders.

- The Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), Local Government Municipal Systems Act, 2000 (Act 32 of 2000), the Promotion of Access to Information Act, 2000, and the Constitution of South Africa, 1996 place an enormous communication challenge to the transformation of local government structures, and in particular government's commitment to transparency, accountability, openness, participatory democracy and direct communication with the citizenry in improving their lives for the better.

To develop a communication campaign with the GCIS regional officer, see Annexure B on page 54.

6.9. Monitoring and evaluation system

Monitoring and evaluation are critical factors in the process of assessing whether the communication efforts of government are having the desired impact. In addition to monitoring and evaluation, formal research methods such as qualitative and quantitative applications can also be used effectively.

Why do we need a monitoring and evaluation system?

- To ensure appropriate distribution of information at the local level and promoting the culture of responsive government.
- To motivate project teams through effective feedback and measurement of outcomes. We cannot improve or develop what we cannot evaluate.
- To ensure credibility and accessibility of government information at local level.
- To identify shortcomings in project implementation and recommend improvements.
- To assist in developing a Provincial and Local Liaison Learning Network towards a learning organisation.

Approach to monitoring and evaluation

- Participatory approaches, joint planning and implementation, monitoring and evaluation.
- Each project should design an evaluation tool appropriate to that particular event.
- Partnership-based – not just the GCIS as it does not always implement projects on its own.

Methodology

While individual projects may have their own unique evaluation instrument, the following methods can be considered:

- focus groups

- information champions – a local stakeholder/community figure who assists in assessing the impact of the project
- face-to-face interviews
- telephone interviews
- panel questions
- participatory observations
- *Imbizo* discussions
- media analysis
- surveys
- monitoring demand for services.

6.10. From theory to practice: Case Studies

(a) Face-to-face communication through *Imbizo*

- *Imbizo* is essentially a heightened period of unmediated communication between the people and government. The people raise their concerns or issues directly with government officials and get responses to their queries. *Imbizo* is part of government's commitment to get closer to the people and promote accountability and transparency. It is a campaign taken up by all spheres of government. *Imbizo* affords government an opportunity to have an insight into people's concerns over the delivery of services and the betterment of their lives. The campaign promotes partnership between the

Government and the people. It thus promotes participatory democracy and encourages ordinary citizens to be active participants in the transformation of the South African society and be part of the process of building a better life for all.

In other words, *Imbizo* encourages citizens to participate actively in improving their lives and the well-being of their society. *Izimbizo* fulfil the strategic objective of achieving effective government communication that will empower citizens to become agents of change and fulfilling the South African dream of a better life for all.

Example:

The Presidential Imbizo in October 2002 assured the people of Bekkersdal on the West Rand and the nearby areas that government was concerned and wanted to hear about people's needs in order to address them. FAQ about water, electricity, sanitation, housing, jobs, etc. were referred to the relevant departments. The national Imbizo project team co-ordinates all the national Izimbizo around the country, compiles a detailed report after the national Imbizo Focus Week together with the Presidential Imbizo and circulates it to relevant departments for their attention and response. Tracker

research is also conducted to ensure that people are aware of Imbizo, and that they understand its necessity. The results of the research confirm people's needs and concerns in terms of fast-tracking service delivery and solving some of the priority issues.

(b) Workshops

- Workshops are valuable ways of disseminating information to the community but also soliciting their views and feedback. Presentations can be done and questions answered. Group discussions can also be arranged to elaborate on issues and to clarify where necessary. Issue specialists can be brought into the community in a non-threatening way.

Example:

A two-day workshop was held in Makhuvha in Limpopo in October 2002 by the GCIS and the Department of Trade and Industry as a pilot project to make people aware of economic opportunities available to them at MPCCs, and how they can use these opportunities to better their lives. The workshop was also intended to illustrate how these opportunities together with training and education will be brought closer to them at the MPCC, and how access will be enhanced. This means that the local community

itself needs to be creative and use local resources available to them to start their small businesses. A group session was held on the last day of the workshop during which the community compiled business plans for small enterprises, which were related to the local infrastructure/resources. Examples ranged from the brewing of marula beer, fruit growing, woodwork and art made from local timber. A funeral parlour was also proposed.

(c) Roadshows

- Roadshows are also part of unmediated communication, because of their mobile nature, reaching a large number of villages within a short space of time. This is where officials meet with communities, combining information dissemination with entertainment. This encourages mass attendance, especially among the youth. Mobile vehicles can significantly enhance the success of roadshows by extending the reach of government. It will make this type of communication even more visible because its technical nature, the use of sound systems, an attractive performance stage, big screens, etc. all contribute in enhancing the allure of the event. They lend themselves well to outdoor activities of a mass character and are important in addressing facility shortages in some areas.

Example:

Mobile trucks used by the South African Police Service (SAPS) in Limpopo are a further example of good unmediated communication. Mobile police units render services to rural communities who do not have police stations nearby. A detailed Case Study has been developed and is available upon request. The use of mobile facilities has significantly changed the relationship between the SAPS and communities in the areas visited as it has shown that obstacles to service delivery can creatively be overcome. It has also indicated the real concern of government regarding problems these communities experience.

ANNEXURE A: Accessing the services of the GCIS' regional distribution network – principles and procedures

Background

Through the over 3 000 distribution points established by the GCIS across the country, a strategic opportunity has emerged for government departments that are looking for support and assistance in extending the reach of their distribution strategies.

The GCIS has nine regional offices which each has an Information Resource Centre (IRC), staffed by an information secretary, where material can be sent for distribution. The GCIS also has two additional IRCS, one at head office

in Pretoria and one at the Parliamentary Office in Cape Town. Please contact the Pretoria office on (012) 314 2134 or Cape Town office on (021) 461 0070.

1. The GCIS has decentralised its liaison functions in provinces to the level of district municipalities. There is at least one communication officer in each of the 65 district municipalities and even two in vast or populous districts. Each district officer or MPCC has also established a mini-IRC as a distribution point.
2. The GCIS has entered into partnerships with various community structures, clinics, crèches, NGOs, local governments, businesses, etc. where distribution points have been established and are serviced on a monthly to bi-monthly basis by district-based communication officers. Many of these networks are shared with communicators from provincial and local governments, and there is therefore a growing network of these points nationwide.

How can I make use of the GCIS' distribution network?

To properly manage distribution support, the following key principles have been put in place:

1. The process outlined below is tailored specifically for a

- partnership with the GCIS regional offices and district offices. The total development of a distribution strategy for a campaign, which includes marketing and media buying, is handled by the Directorate: MAD. Usually such a strategy would have formed part of an overall communication strategy development process, which would in such cases be directed to the GCIS Project Desk.
2. If material has to be distributed through regional and district networks of the GCIS, the client department needs to have a manageable size of resource material (few thousands and not millions as such large volumes require procurement processes. A rule of thumb is about 10 000 per province as print runs of 90 000 to 100 000 are manageable. The GCIS regional offices and partners do not have the capacity to handle bulk distribution.
 3. The client department needs to approach the Directorate: LLIM with the request and indicate the Development Communication content of the material and the programme it is intended to support (that is, in cases where it is simply a matter of distributing information resource material and not the development of comprehensive campaigns as outlined in 1 above).
 4. A language profile for each province/region will be provided to guide the client on the quantities and languages to send to each specific province/region.
 5. The database of all disability groups/organisations around the country assists clients to reach disability groups as well and to cater for their needs and assess the quantities of, for example, Braille material, which can be managed.
 6. Contact details of organisations which cater for these special needs are also available on request, so that clients can outsource their services to these organisations if the need arises.
 7. Only once a clear agreement has been reached between the client department and the Directorate: LLIM, is a detailed brief sent to each GCIS regional manager with the details of the quantities to expect, delivery dates and who the primary target groups are.
 8. Once this brief has been agreed to, the client will post material at their own cost to regional offices, based on an address list provided by the Directorate: LLIM.
 9. Material must reach GCIS regional offices during the very first or last week of a month. During the first week of a month, all district-based communication officers meet at the regional offices for their

monthly staff meeting. The Information Secretaries in the IRC will divide your material into district-based distribution groups. Upon leaving for their regions, our communication officers will take the material with them and start the distribution process using the following principles:

- a. We do not handle short-notice distribution – that is where the material is dated and has to be distributed within a limited timeline. We only handle educational and information products which have a longer shelf-life and where your need is to extend the reach and access of your products, especially to rural communities.

- b. We will provide the client with a distribution profile indicating where the material was distributed and to which primary groups.

10. Any resource material sent directly to the GCIS regional offices, without the written approval of the Directorate: LLIM, will not be distributed.

For more information contact the Directorate: LLIM on (012) 314 2133 or 314 2199

How to develop a communication campaign with the GCIS regional offices

Do you want to run a campaign at MPCCs?

Through the GCIS regional offices a strong presence has been developed at local community level, especially at the 65 operational MPCCs nationwide (as at June 2004). Most important in this regard is the ability to target specific interest groups who form part of the WIMS, which the GCIS has developed for each district and locality.

For example, the Department of Trade and Industry (the dti) wished to engage with local level economic stakeholders be they small businesses, community-based economic service-providers, Local Economic Development officers of municipalities and the various organised structures of business. GCIS communication officers based in MPCCs at Matsamo in Mpumalanga and Namahadi in the Free State were able to arrange stakeholder meetings where the dti presented their products. Such Development Communication workshops were successfully held in both MPCCs in October 2002.

MPCCs provide access to and awareness about government information and services. The purpose of such access is to improve people's lives by providing useful information. Operational MPCCs are intended as a base for programmes and information

campaigns, *izimbizo*, roadshows, distribution campaigns and community meetings, to mention but few. Once an MPCC is launched, the vision is for government departments to add value to these Centres through intensifying their campaigns and services.

Some of the advantages in using an MPCC include:

- It is a strategic access point, which is well known in the community.
- It is a place where communities gather and where the questions they ask about government programmes can be documented and reported to relevant service-providers – a place to generate FAQs and appropriate answers.
- Given that the GCIS has established a local database at every MPCC, the relevant and affected role-players in each community are known and consultation and participation processes are so much easier and more inclusive.
- MPCCs offer places for continuity and aftercare, and are instrumental in letting communities know that government is there to serve.
- MPCCs have become strategic hubs of wide networks reaching to the most remote part of districts. They are as such 'gateways' to wider networks, contact points and communities than simply those around the MPCC.

Among the roles envisaged by the GCIS in the establishment of the Directorate: LLIM in 2002, was the enhancement of the services offered by MPCCs to communities through

strategic value additions and partnerships. This has already been successfully tested with a wide range of government departments. Please feel free to contact us in this regard.

The GCIS has established the Project Desk as an entry point for the design of crosscutting communication campaigns.

For more information in this regard, please contact (012) 314 2293.

If you simply wish to add value to an MPCC or are interested in a specific line-function campaign at an MPCC, please contact (012) 314 2133.

Have you considered the strategic value which MPCCs can add to your campaigns?

7. TOWARDS A COMMUNICATION SYSTEM AT LOCAL GOVERNMENT

7.1. The local government communication system

- Communication structures, systems and processes at local government level are in the formative stage and may not be well capacitated to meet the communication challenges that play themselves out from time to time.
- The Municipal Structures Act, 1998, Municipal Systems Act, 2000, the Access to Information Act, 2000 and the Constitution of South Africa, 1996 place unique obligations on local government communicators and oblige high levels of transparency, accountability, openness, participatory democracy and direct communication with the citizenry in improving their lives for the better.
- The involvement of local people as agents of social change is significant in the implementation of the broad Government Programme of Action in general and that of local government in particular. The challenges of local government service delivery are inextricably linked to the concrete building of partnerships.

- The communication system should enable local government to communicate in an efficient, co-ordinated, integrated and coherent fashion. Building capacity, both human and capital, in the local government sphere is fundamental to ensuring that the central message of the government as outlined in both the President's SoNA and the national GCS, is communicated in an integrated, consistent and well co-ordinated manner.

7.2. Partnership with the media

Local media consists of those channels communities use to share information. These channels may include community radio stations, community newspapers and meetings such as an *Indaba* or *Makgotla*.

- It is necessary to engage the local media to report objectively and accurately around rural developmental programmes.
- Communicators must recognise the need to build confidence and trust in local government, and further reaffirm the centrality of lending a hand to communicate a message of hope around government service delivery.
- Build partnerships with the community media and African

language radio stations to ensure that local government messages are communicated in a way best understood by the target audience.

- Capacitate and build a professional cadre of communicators the local government who will be able to engage the media effectively and efficiently in the process of social change.
- It is important for local communicators to be able to analyse the local media environment and respond effectively when questions about service delivery arise, often out of negative media reporting. Such a role is usually heightened during election periods as issues of service delivery at local level significantly impact the relationship with the media. Guidelines for government communicators during an election period are issued by the GCIS and should be complied with by local government communicators. (See page 14).

Important actions to ensure an effective partnership with the media include the following:

- **Building positive working relationships with the media**

- o Engage in media outreach programmes

- o Formulate guidelines for media outreach programmes
- o To formulate a draft media policy and strategy
- o Establish local Press Clubs
- o Develop guidelines.

- **Spokesperson**

- o Make model recommendation/s on responsibility and guidelines.

- **Promotion of Access to Information Act, 2000**

- o Awareness programme
- o Develop guidelines.

- **Monitoring**

- o Ensure proper monitoring of the media environment to develop timely responses.

7.3. Capacity-building for local government communication

Capacity-building entails building tools, skills and support to enable councillors and officials to do their work effectively and efficiently. There is a need to create an enabling environment for structures and processes for coherent communication.

The following were identified as key skills needed to build capacity and consolidating the local government communication system:

community liaison; networking; facilitation; negotiation; research; media liaison; communication planning and strategy; events management; understanding of government policy and linguistic or communication skills.

Important capacity-building interventions for local government communication include the following:

- The local government system has to meet the information needs of all sectors of society by promoting active and popular involvement of the people in the practical implementation of government's Programme of Action.
- There is a need to build capacity for both local government communicators and officials with a view to equip them with the requisite skills to communicate simple messages effectively.
- Municipalities should provide financial resources for human resource development, communication infrastructure and support.
- The utilisation of Information and Communication Technology and the creation of an electronic distribution list for local government communicators will help facilitate rapid response capacity to issues that may arise in the communication environment.
- The Government Communication and Information System (GCIS), the dplg, South African Local Government

Association (SALGA) and provincial HoCs should ensure that the Government Communication System and provincial communication strategies help shape the character and nature of the local government communication system in order to ensure that government communicates with one voice. This would be aided by the effective use of all forums / platforms where co-ordination and networking can take place, both in a formal and non-formal way.

7.4. Enhancing citizens' participation

- Communication is central to local governance and the provision of quality services to the citizenry. This is largely as a result of the role it plays in mobilising residents to participate in communicating a message of hope about the progress, challenges and opportunities in bettering the quality of life of people in communities.
- *Letsema* (communal volunteerism) and *Vuk'uzenzele* (*arise and act*) campaigns provide opportunities for municipalities to promote and enhance citizen participation and direct communication. Municipal outreach programmes are fundamental for participatory democracy and interactive governance. All municipalities promote interactive governance and

communication through *Izimbizo* to promote direct communication with the citizenry around the implementation of the Government Programme of Action in the language spoken in that municipality. Where Municipal Outreach Programmes do not exist, they can be developed as effective two-way interaction vehicles around the community development projects, economic opportunities and especially IDP processes.

- Municipalities could effectively utilise MPCCs as places of Development Communication and increased dialogue with the public.
- Build partnerships with the communities, NGOs, community-based organisations (CBOs), faith-based organisations (FBOs), trade unions, schools and all social formations in the development, implementation and monitoring of IDPs and other community projects, which may better the quality of life of communities.
- Municipalities could use MPCCs and community halls for live transmissions of, for example, the SoNA and Budget Votes – to ensure that people are involved, and participate in discussions that shape and enhance their lives.

The ways of increasing citizen participation may include:

- Adopt *Letsema* in accordance with the theme months to heighten communication, and also through private-public partnerships to enable communities to become their own governors in the process of social change.
- Outreach programmes at ward and municipal level help to promote participatory democracy, two-way interaction with the citizenry and interactive governance around community development projects and economic opportunities. Building partnerships with the communities, NGOs, CBOs, FBOs, trade unions, schools and all social formations and community media assists in mobilising citizenry support for outreach programmes.
- *Izimbizo* to promote direct communication with the citizenry on government programmes, supplemented by the use of MPCCs as a Development Communication methodology.

7.5. Structures and systems

The establishment of a system of government communicators has largely focused on national and provincial spheres of government, as these were historically better

resourced and structured. Local government communicators were, and to a large extent still are, public relations, marketing and media functionaries. Target audiences to be served by the local government communication unit are however, more diverse and require co-ordination and integration of communication across the municipality.

- Communication units and structures are structured in a manner that ables them to serve a number of target audiences (internal and external) and meet the communication objectives of the local government. It is a trend that units are ideally located in the office of the Mayor, with strong links to the Office of the Municipal Manager.
 - A SALGA Communicators' Conference is envisaged as an annual event, which will among others, address the alignment of municipal communication strategies with the provincial and national communication strategies in accordance with the core message pronounced in the President's SoNA.
 - The GCF meets quarterly to provide a platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the
- Government's commitment to accelerate service delivery. Mechanisms to strengthen the integration of local government into the GCF are being investigated.
- All municipalities should develop their own communication strategies, and ensure alignment with the central message of the Government every year. In this regard Provincial Communication Forums (PCFs) are encouraged to establish Communication Strategising Resource Teams (CSRTs). The CSRT is a mechanism (possibly a subcommittee of the PCF to facilitate communication strategising sessions for municipalities at local and district level. Such a core team can comprise communicators from all three spheres of government in the province and relevant parastatals. A best practice example is operational in the Eastern Cape.
 - Provinces should establish SALGA provincial structures either as a stand-alone structure or integrated with the PCF.
 - Districts are encouraged to establish a District Communicators' Forum (DCF), to address some of the following communication tasks at local level:
 - establish a forum/network representative of local

municipalities within a district

- meet monthly or quarterly to deal with a review of district and local communication strategies
- serve an in-house training forum and address any other business relating to communication in government
- serve as point of contact for communication efforts from both provincial and national level
- act as a mechanism of local government representation to the provincial and national communication forums
- co-ordinate and network communication programmes with ward committees, thereby strengthening citizen participation.

Important **actions** to ensure an effective system and processes in local government communications, include the following:

- Communications should be one department/unit and not

divided between political and administrative structures.

- Communication should be located within the office of the Executive Mayor/Mayor, and take direction from the Mayor. However there should be strong linkages with the Municipal Manager/City Manager and the staff should report administratively to the Municipal Manager/City Manager.
- The HoC should be part of the decision-making process of management. He/She needs to advise management about best communication practice and to alert communication staff about breaking news or potential alert situations arising from management meetings and discussions. This allows for rapid, proactive response to the media and adds to the credibility and image of the municipality as one which is well organised.

8. Marketing and advertising

Bulk-buying contract

In 1998, the GCIS initiated a contract for the bulk buying of media space and time. This service was established in line with the Comtask Report that found that *ad hoc* advertising by government was wasteful and that with better media planning and centralised buying, substantial savings would accrue for government.

The pooling of government's annual advertising expenditure in pursuance of cost savings and discounts brought about the establishment of the facility for government.

Currently, more than 14 departments participate in the contract and are thus authorised to utilise the GCIS media buying delegation. To promote rational use of resources and consistency in pursuing media procurement practices that further promote equitable targeting of communication, it is of critical importance that all departments should participate in government's bulk-buying contract.

8.1. Contributions to the transformation of the advertising industry process

The GCIS, in collaboration with the media bulk-buying agency, prioritises equitable distribution of adspend

through the following tactics:

- Proper target audience segmentation to ensure that target audiences falling within LSM 1 – 4 grouping are accessed in accordance with their media consumption habits.
- Post-campaign analysis to determine value for money.
- Monitoring government's advertising expenditure patterns on a monthly basis to promote use of the most appropriate channels, and note any variations.
- Tailoring messages to specific groups along the lines of language and access to resources.

8.2. Mechanisms to monitor and facilitate compliance

- Departmental HoCs' compliance will be monitored through the Peer Review System.
- Annual or bi-annual surveys will be done to track government adspend against the Advertising Transformation Index report baseline research.
- Advertising expenditure patterns will be monitored on a quarterly basis, and a presentation will be made to the GCF. Departments which do not participate in the GCIS media bulk-buying facility will be required to submit quarterly reports to the GCIS' Directorate: MAD.
- All HoCs will be required to

report on the implementation of the Values Statement of the marketing and communications industry, adopted on 23 April 2003, and to monitor contributions towards the transformation process.

- The GCIS will facilitate workshops and other capacity-building initiatives for all communicators to ensure that they are kept informed of the developments in the industry.
- The GCIS, through the media bulk-buying facility, will assist departments to develop realistic strategies and plans, facilitate pre-testing of messages and actual placement, and conduct post-campaign analyses to measure impact against set objectives.

8.3. How to launch an awareness campaign

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 follow the friendly advice, you will be able to achieve your communication objectives.

A good starting point to launch an awareness campaign is a brainstorming session with your team. The session should focus on the following:

- o set clear objectives
- o identify target audiences. (You may request the GCIS' Directorate: MAD division to provide available media research findings)

- o develop key messages
- o adopt a budget
- o link the budget to specific marketing and advertising activities
- o project implementation plan.

Basic steps to maximise advertising and marketing in government communication:

REMEMBER!

Your objective is to alter the environment in which you communicate by eliciting favourable responses from your audience and influencing their behaviour without resorting to propaganda.

Cost-breakdown structure

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

(a) Estimating costs

- o identify similar previous projects and obtain the cost data
- o identify similarities and differences between the current and past projects
- o adjust the cost estimates of the current project to suit cost fluctuations
- o obtain the approximate rates for each major activity or cost driver
- o document the total cost estimates
- o compile a resource management plan, which

should include a staff and infrastructure requirements plan, and total project cost estimates.

(b) Compiling a budget

- o summarise project cost estimates by time periods
- o 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.

8.4. Media buying

When buying space in the media for promoting departmental activities and programmes, remember that you are dealing with public funds and should therefore ensure that the money spent is justified by your predetermined outcomes.

Procedures 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 practice to minimise the potential for financial risk and fulfil the vital requirement of government to communicate with its citizens.

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 HoCs, the GCIS, creative agency-/creative source and the media planning and buying agency.

Interaction between departments, the GCIS and the media agency.

Stage 1. Planning and buying – Media strategy

Stage 2. Planning and buying.
Tactical media planning and buying

Stage 3. Campaign monitoring

Stage 4. Financial and billing procedures.

Preparing a brief:

o Who should participate?

All stakeholders involved in the campaign should be present at the briefing. These should include the HoC or any designated person, the GCIS client co-ordinator, the appointed media planning and buying agency, and the creative agency.

o **When should it take place?**

There is no standard timeframe, except that it should always take place as early as possible.

o **Who is responsible for what?**

The media planning and buying agency is appointed as the sole media strategic and tactical media agency for the GCIS and as such, is paid a fee to provide its services. The appointment is made on the basis of competency and suitability for the task.

o **Content of the brief**

The 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:

- o campaign brief
- o budget
- o date
- o department/s, section (if applicable)
- o campaign
- o control number
- o issued by
- o requested deadline
- o agreed deadline.

What are the next steps?

Once the brief has been received and accepted by the agencies, work toward the delivery of the

communication campaign will begin.

At all times the departmental co-ordinator and relevant GCIS official should make themselves available to the agencies to answer 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 chase lists detailing insertion/flighting dates, sizes/duration of advert and material deadlines. The creative agency will then supply the media buyer with TV/radio flighting codes and print key numbers/captions.

The media buyer will then prepare and issue flighting schedules and copy instructions to the relevant media owners. In the event of any misflightings or poor reproduction, the media buyer will then negotiate compensation and advise the GCIS accordingly.

o **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.

o **Penalties for late payment**

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

o **Reconciliation of account**

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

8.5. Distribution

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

- o ensure that the material is tailored to the needs of your target audience.
- o your method of distribution must take into account the location of your audiences (urban-rural divide), language, gender and cultural issues.
- o where appropriate the material must be distributed electronically.
- o 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.

8.6. Managing the Corporate Identity of the Government

What is Corporate Identity?

Every organisation, company or brand

has a distinct identity that differentiates it from competitors. It allows customers, audiences, suppliers, stakeholders and staff to recognise, understand and clearly describe the organisation concerned. The complex identity of an organisation includes the effectiveness of its services or products, the shared values and ambitions of its employees, the corporate tone of voice and public relations profile. Naturally, its visual appearance or visual identity plays a key role.

Visual identity manifests itself in many ways. In addition to its logo, typeface and colours, the following all contribute to the brand architecture created by the identity: stationery; marketing literature; buildings; signage; customer information; vehicles, and every aspect of promotional activity from a high-profile advertising campaign to the design of a promotional leaflet.

Why Corporate Identity for government?

The public sector in South Africa is vast and confronted with a multitude of challenges in a very competitive service and communication environment. Often these challenges are determined by the socio-economic and political environment of the country.

The initiative to establish a Corporate Identity for government was derived from 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 is addressed by applying the Coat of Arms to a branding strategy for the whole of government.

Government departments compete with each other for staff, funding, customer service and a share of voice and mind. This is a minor phenomenon when compared to the extent of the competition for the same resources and assets with the private sector. The only way to achieve success in such a highly competitive arena is through differentiation, by developing a distinctive brand personality and set of values, which appeal to the State's key audiences.

When well managed, Corporate Identity can be a powerful means of integrating the many departments and programmes essential to the State's success. It can also provide the visual cohesion necessary to ensure that all corporate communications are coherent with each other and result in an image consistent with the State's ethos and character.

What is the Corporate Identity for government?

The ushering in of democracy in South Africa meant that the national symbols had to reflect the principles of the new era. The National Flag was introduced in 1994. The Cabinet approved the highest visual symbol of the State, the National Coat of Arms, as the official Corporate Identity for government in March 2000. The National Coat of Arms was launched on 27 April 2000.

The Department of Arts and Culture, through the Bureau of Heraldry, registers and promotes the national symbols. Part of the responsibilities is to protect the integrity of the symbols through the Heraldry Act, 1942 (Act 18 of 1942), and the general guidelines made available to the people. The Bureau of Heraldry registered the design of the Coat of Arms, thereby assuming responsibility to protect and promote it.

In 2001, the GCIS initiated the design of the new Coat of Arms and commissioned research on the application of the Coat of Arms into the Corporate Identity programme for government. The main objective of this research was to solicit input from the key roleplayers on how the Coat of Arms should be applied consistently as branding throughout government. The research report made a number of recommendations, including the development of a branding manual.

The Coat of Arms National Corporate Identity Guidelines regulate the use of the Coat of Arms as branding for government. The Guidelines communicate the important message on the respect and limits to the use of the Coat of Arms, to further protect them from unjust commercial exploitation and abuse.

The Guidelines also help in the popularisation of the Coat of Arms. To address the current inconsistent application of the Government Brand, the GCIS developed a Corporate Identity Manual for government. The Manual will facilitate easy recognition of communication from government by the public.

8.7. 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 the Arrive Alive campaign, HIV/AIDS awareness, Taxi Recapitalisation Programme, 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:

- o thorough research of its objectives, audiences, feasibility and possible consequences
- o identification of costs and capacity needed
- o a clear strategy and Programme of Action
- o project leadership
- o crisis anticipation (Drawing of scenarios and possible solutions)
- o identification of key players and timeframes
- o consistent, efficient and effective communication with the target audience
- o decision on the leading communication voice on the campaign if necessary
- o 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

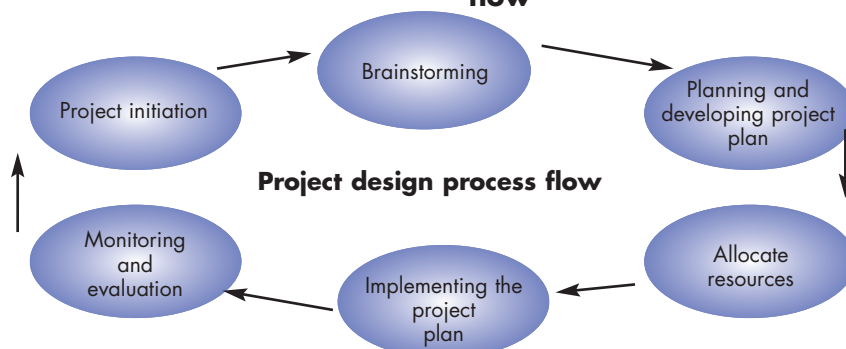
Project Design

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.

A. Project identification

1. Project Title
2. Client
3. Project Leader (GCIS)
4. Project Leader (client)
5. Theme Supervisor

B. Project design process flow



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East Cape Weekend Post

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 Fax: (011) 713 9985/6
 E-mail: news@citypress.co.za

Sunday Independent (The)

Mail: PO Box 1014, JOHANNESBURG, 2000
 Street: 47 Sauer Street, JOHANNESBURG, 2001
 Tel: (011) 633 9111
 Fax: (011) 834 7520
 E-mail: jra@sunday.co.za

Sunday Times

Mail: PO Box 1742, SAXONWOLD, 2132
 Street: Johnnic House, 4 Biermann Avenue, Rosebank, JOHANNESBURG
 Tel: (011) 280 3000
 Fax: (011) 280 5150/1
 E-mail: sundaytimes@sundaytimes.co.za

Sunday Tribune

Mail: PO Box 47549, GREYVILLE, 4023
Street: Independent Newspapers Holdings Ltd, 18 Osborne Street, Greyville,
DURBAN
Tel: (031) 308 2911
Fax: (031) 308 2715
E-mail: hub@ann.independent.co.za

Sowetan Sunday World

Mail: PO Box 30315, WIBSEY, 1717
Street: 61 Commando Road, Industria West, JOHANNESBURG
Tel: (011) 471 4200
Fax: (011) 471 4164
E-mail: newsed@sundayworld.co.za

Sunday Sun

Mail: PO Box 3413, JOHANNESBURG, 2000
Street: RCP Media, Media Park, 69 Kingsway, Auckland Park,
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Financial Mail

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E-mail: fmmail@tml.co.za

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Engineering News

Mail: PO Box 75316, GARDENVIEW, 2074
Street: Bedford Centre, East Tower, 4th Floor, Bedford Gardens, Bedfordview,
JOHANNESBURG
Tel: (011) 622 3744/8
Fax: (011) 622 9350
E-mail: newsdesk@engineeringnews.co.za

Ilanga

Mail: P O Box 2159, DURBAN, 4000
Street: 128 Umgeni Road, DURBAN
Tel: (031) 309 4350
Fax: (031) 309 3489/1938
E-mail: newsroom@ilanganews.co.za

Mail and Guardian

Mail: PO Box 91667, AUCKLAND PARK, 2006
Street: Media Mill, 7 Quince Road, Milpark, JOHANNESBURG
Tel: (011) 727 7000
Fax: (011) 727 7111
E-mail: newsdesk@mg.co.za

Post (The)

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Street: 19 Osborne Street, Greyville, DURBAN, 4000
Tel: (031) 308 2424
Fax: (031) 308 2427
E-mail: khalil@ann.independent.co.za

COMMUNITY RADIO STATIONS

ALX fm

Mail: PO Box 39108, BRAMLEY, 2018
 Street: Alexsan Kopan Resource Centre, cnr 12 Avenue and Selborne Street,
 Bramley, JOHANNESBURG
 Tel: (011) 443 9991
 Fax: (011) 882 1148
 E-mail: acbt@alxfm891.co.za
 Frequency: FM 89.1

Barberton Community Radio

Mail: PO Box 9163, BARBERTON, 1300
 Street: 2 Natpur Road, BARBERTON, 1300
 Tel: (013) 712 6590/6
 Fax: (013) 712 6591
 E-mail: bc104.1fm@mweb.co.za
 Frequency: FM 104.1

Botlokwa Community Radio

Mail: PO Box 1963, DWARS RIVER, 0812
 Street: Botlokwa Mphakane, Next to Tribal Office and Satelite Police Station
 Tel: (015) 527 0683
 Fax: (015) 527 0683
 Frequency: FM 89.3

Bush Radio

Mail: PO Box 13290, MOWBRAY, 7705
 Street: 330 Victoria Road, Salt River, CAPE TOWN
 Tel: (021) 448 5450
 Fax: (021) 448 5451
 E-mail: mother@bush.co.za
 Frequency: FM 89.5

Radio Bushbuckridge

Mail: PO Box 2014, BUSHBUCKRIDGE, 1280
 Street: Office E, Bushbuckridge Old Complex, BUSHBUCKRIDGE
 Tel: (013) 799 1486
 Fax: (013) 799 1486/1378
 Frequency: FM 88.4

Cape Community fm

Mail: PO Box 50, MUIZENBERG, 7950
 Street: 146 Main Road, Muizenburg, CAPE TOWN
 Tel: (021) 788 9492
 Fax: (021) 788 9493
 E-mail: mail@ccfm.org.za
 Frequency: FM 104

Chinese Community Radio

Mail: PO Box 623, NOORDWYK, 1687
 Street: 1788 Essenoord Road, Midrand, JOHANNESBURG
 Tel: (011) 318 1732/1729
 Fax: (011) 318 3152
 E-mail: ocmc@icon.co.za
 Frequency: MW 835.5

East Rand Stereo

Mail: PO Box 54, SPRINGS, 1560
 Street: East Rand Stereo Building, 13 Louise Botha Street, Castle Bay, SPRINGS
 Tel: 083 910 0939
 Fax: 083 910 1939
 E-mail: eastrandstereo@oribi.co.za
 Frequency: FM 93.9

East Wave Radio

Mail: PO Box 3000, LENASIA, 1820
 Street: 7354 Protea Avenue, Ext 8 Lenasia, JOHANNESBURG
 Tel: (011) 854 4451
 Fax: (011) 854 4414
 Frequency: FM 92.2

Fine Music Radio

Mail: PO Box 1013, CAPE TOWN, 8000
 Street: Arts Cape Theatre Centre, Hertzog Bullawayo, Offshore, CAPE TOWN
 Tel: (021) 401 1013
 Fax: (021) 401 1014
 E-mail: fmr@iafrica.com
 Frequency: FM 101.3

Good News Community Radio

Mail: PO Box 33, CANELANDS, 4341
 Street: Givannadi Building, Sunfield Drive, Shortlanes, CANELANDS
 Tel: (032) 533 3003
 Fax: (032) 533 3002
 E-mail: gncr@worldonline.co.za
 Frequency: FM 98.0

Radio Helderberg

Mail: PO Box 5509, HELDERBERG, 7135
 Street: cnr N2 and R44 Roads, Northern Entrance, Somerset Mall, HELDERBERG
 Tel: (021) 852 7483/4
 Fax: (021) 852 7482
 E-mail: info@radiohelderberg.co.za
 Frequency: FM 95.9

Highway Radio

Mail: Suite 221, Postnet X817, NEW GERMANY, 3620
 Street: 49 Kings Road, PINETOWN, 3620
 Tel: (031) 709 2950
 Fax: (031) 709 2925
 E-mail: lukelanga@highwayradio.co.za
 Frequency: FM 101.5

Isorian fm

Mail: PO Box 2, VANDERBIJLPARK, 1900
 Street: Belfast Boulevard Street, VANDERBIJLPARK, 1911
 Tel: (016) 889 2005
 Fax: (016) 889 4694
 E-mail: ifmioz@iscor.com
 Frequency: FM 102.2

Kangala Community Radio

Mail: PO Box 119, EKANGALA, 0121
 Street: Kangala Community Radio, 135A Section D, EKANGALA
 Tel: (013) 934 8669
 Fax: (013) 934 8673
 E-mail: kcrs@mweb.co.za
 Frequency: FM 92.8

Link fm

Mail: PO Box 18368, QUIGNEY, 5211
 Street: No 6 3rd Floor, River Park Building, Pondy Road, EAST LONDON, 5201
 Tel: (043) 743 0056
 Fax: (043) 743 0065
 E-mail: edyman@linkfm.co.za
 Frequency: FM 97.1

Moutse Community Radio

Mail: PO Box 2000, ELANDSDOORN, 0485
 Street: Stand no 2956, Sempupuru, DENNILTON
 Tel: (013) 980 0532
 Fax: (013) 980 0059/16
 E-mail: moutsecr@bridges.co.za
 Frequency: FM 95.5

New Panhellenic Voice

Mail: PO Box 4077, EDENVALE, 1610
 Street: Greek Sporting Club, 7 Civin Drive, Senderwood, JOHANNESBURG
 Tel: (011) 453 3794
 Fax: (011) 453 3778
 E-mail: MW 828

Overvaal Stereo

Mail: PO Box 934, VILJOENSKROON, 9520
 Street: 67 Engelbracht Street, VILJOENSKROON
 Tel: (056) 343 2077
 Fax: (056) 343 2078
 E-mail: stereo@lantic.co.za
 Frequency: FM 96.1

Pretoria Radio

Mail: Posbus 14935, SINOVILLE, 0129
 Street: 378 Brown Pretoria Street, PRETORIA
 Tel: (012) 543 0120
 Fax: (012) 567 7394
 E-mail: bestuur@radiopretoria.co.za
 Frequency: FM 104.2

Radio 7

Mail: PO Box 2185, HERMANUS, 7200
Street: Radio 7, Bergsight Street, Sandbaai, HERMANUS
Tel: (028) 316 4900
Fax: (028) 316 4905
E-mail: radio7@maxitec.co.za
Frequency: FM 87.7

Radio Graaff-Reinet

Mail: PO Box 509, GRAAF-REINET, 6280
Street: SB van Zyl Building, 133 Church Street, GRAAF-REINET
Tel: (049) 892 5716
Fax: (049) 892 5716
Frequency: FM 90.2

Radio 786

Mail: PO Box 364, GATESVILLE, 7766
Street: Radio 786 Building, 05 Ernest Road, Rylands, GATESVILLE
Tel: (021) 699 1786
Fax: (021) 699 0786
Frequency: FM 100.4

Radio Atlantis

Mail: PO Box 3071, REYGERDAL, 7350
Street: 1 Dolly Busine Centre, Ardennes, ATLANTIS
Tel: (021) 572 4320/3146
Fax: (021) 572 4320
E-mail: rafm@mweb.co.za
Frequency: FM 107.9

Radio Kwezi

Mail: PO Box 49415, KRANSKOP, 3268
Street: Silverstream Farm, KRANSKOP, 3268
Tel: (032) 481 5520/2520
Fax: (032) 481 5523
E-mail: peter@khwezi.org.za
Frequency: FM 90.5

Radio KingFisher

Mail: PO Box 34403, NEWTON PARK, 6005
Street: Manie Steyn Trust Building, 34 Newton Street, NEWTON PARK
Tel: (041) 365 5785
Fax: (041) 364 1038
E-mail: rkinfo@rkf.co.za
Frequency: FM 103.8

Radio Mafisa

Mail: PO Box 7047, RUSTENBURG, 0300
Street: 161 Malan Street, RUSTENBURG
Tel: (014) 592 7620
Fax: (014) 592 3072
E-mail: moyo@mweb.co.za
Frequency: FM 89.9

Radio Maritzburg

Mail: PO Box 3446, PIETERMARITZBURG, 3200
Street: Publicity House Building, 177 Commercial Road, PIETERMARITZBURG
Tel: (033) 342 4650
Fax: (033) 342 6510
Frequency: FM 107.6

Radio Rippel

Mail: PO Box 9121905, SILVERTON, 0161
Street: 30 Dehaulland Cresent, Persequo Park, SILVERTON
Tel: (012) 349 2574
Fax: (012) 349 2578
E-mail: kobus@ripple.org.za
Frequency: FM 90.5

Radio Shimla

Mail: PO Box 659, University of Free State, BLOEMFONTEIN, 9300
Street: Medical Centre, University of Free State, BLOEMFONTEIN
Tel: (051) 448 2048
Fax: (051) 444 0851
E-mail: directoe@rsm.co.za
Frequency: FM 97.0

Radio Teemaneng

Mail: PO Box 1895, KIMBERLEY, 8301
 Street: Old Pescod Building, 31 Scalan Street, New Park, KIMBERLEY
 Tel: (053) 833 3786
 Fax: (053) 833 3787
 Frequency: FM 89.1

Radio TNG

Mail: Private Bag X07, PRETORIA NORTH, 0116
 Street: TNG Main Campus, Two College Road, SOSHANGUVE, 0116
 Tel: (012) 799 9257
 Fax: (012) 799 9256
 Frequency: FM 96.2

Radio Today

Mail: PO Box 2820, PARKLANDS, 2121
 Street: 176 Jan Smuts Avenue, PARKTOWN NORTH, 0193
 Tel: (011) 880 0369
 Fax: (011) 880 5839
 Frequencies: FM 106.3, MW 1485

Radio Turf

Mail: Private Bag X1106, SOVENGA, 0727, POLOKWANE
 Street: New Administration Block, University of the North, Sovenga, POLOKWANE
 Tel: (015) 268 3062/3
 Fax: (015) 267 0152
 E-mail: turffm@unin.ac.za
 Frequency: FM 103.8

Radio Tygerberg

Mail: PO Box 4321, TYGERVALLEY, 7536
 Street: Noble Park, cnr Corie and Old Paarl Streets, BELLVILLE
 Tel: (021) 948 8801
 Fax: (021) 948 8870
 E-mail: r-tyger@iafrica.com or news@104fm.org.za
 Frequency: FM 96.7

Radio Panorama

Mail: PO Box 605, HENNENMAN, 9445
Street: 25 Maryna Street, HENNENMAN
Tel: (057) 573 1005/6
Fax: (057) 573 1007
E-mail: panorama@lantic.net
Frequency: FM 107.6

Radio Rosestad

Mail: PO Box 28894, DANHOF, 9310
Street: Cockram Avenue, Groenvlei, BLOEMFONTEIN
Tel: (051) 436 6744
Fax: (051) 436 7340
E-mail: haydee@radiorosestad.co.za
Frequency: FM 100.6

Radio West Rand

Mail: PO Box 2566, WILROPARK, 1731
Street: cnr Swart and Mimosa Streets, WILROPARK
Tel: (011) 768 0270-3
Fax: (011) 768 0274
E-mail: wesrand@worldonline.co.za
Frequency: FM 90.7

Rhodes Music Radio

Mail: PO Box 94, GRAHAMSTOWN, 6140
Street: 1st Floor, Student Union Building, Prince Alfred Street, GRAHAMSTOWN
Tel: (046) 603 8848
Fax: (046) 622 8608
E-mail: info@rmr.ru.ac.za
Frequency: FM 89.7

Rainbow fm

Mail: PO Box 69, ROODEPOORT, 1725
Street: SIM Communication Centre, 16 Mare Street, ROODEPOORT
Tel: (011) 763 7440
Fax: (011) 763 6962
E-mail: info@rainbowfm.co.za
Frequency: FM 90.7

Soshanguve Community Radio

Mail: PO Box 200, SOSHANGUVE, 0152
 Street: Shop 45, NAFCOC Centre, SOSHANGUVE
 Tel: (012) 799 6054
 Fax: (012) 799 8334
 Frequency: FM 93.0

Tuks fm

Mail: PO Box 13762, HATFIELD, 0028
 Street: Student Centre, 3rd Floor, University of Pretoria, PRETORIA
 Tel: (012) 362 5316/7
 Fax: (012) 342 5313
 E-mail: jay@tuksfm.co.za
 Frequency: FM 107.2

UCT Radio

Mail: Private Bag X31, Rhodes Gift, RONDEBOSCH, 7700
 Street: Third Floor Leslie Social Science Building, University Avenue, University of Cape Town, RONDEBOSCH
 Tel: (021) 686 1870
 Fax: (021) 686 1871
 E-mail: caseymeil@hotmail.com
 Frequency: FM 104.5

Unitra Community Radio

Mail: Private Bag X01, Unitra, UMTATA, 5117
 Street: Unitra Community Radio, Old Library Building, Nelson Mandela Drive, Unitra, UMTATA
 Tel: (047) 502 2829/2875
 Fax: (047) 502 2801
 E-mail: ucrfm@hotmail.com
 Frequency: FM 97.0

Univen Radio

Mail: Private Bag X5050, THOHOYANDOU, 0950
 Street: Library Building, University of Venda, THOHOYANDOU
 Tel: (015) 962 8336
 Fax: (015) 962 4741
 E-mail: univenradio@univen.ac.za
 Frequency: FM 99.8

Vaal Community Radio (VCR)

Mail: PO Box 301, VEREENIGING, 1930
 Street: Mario Milan Drive, Riviera Country Club, VEREENIGING
 Tel: (016) 455 4080/1/2/3
 Fax: (016) 455 4084
 E-mail: vcr@telkomsa.net
 Frequency: FM 90.6

Voice of the Cape

Mail: PO Box, VLAEBERG, 8018
 Street: Sablay Building, 2 Queenspark Avenue, Salt River, CAPE TOWN
 Tel: (021) 447 7262
 Fax: (021) 447 7271
 E-mail: voc@mweb.co.za
 Frequency: FM 100.4

Vukani Community Radio

Mail: PO Box 373, ELLIOT, 5460
 Street: 327 Calusa Building, cnr Bashee Street and Umzimvubu Road, CALA
 Tel: (047) 877 0095
 Fax: (047) 877 0143
 E-mail: vukani@awe.co.za
 Frequency: FM 100.3

Zibonele Community Radio

Mail: PO Box 294, KHAYELITSHA, 7783
 Street: Sanco Building, DD Block, Manyano Street, Town 2, KHAYELITSHA
 Tel: (021) 361 9344
 Fax: (021) 361 5194
 E-mail: zibonele@sn.apc.org
 Frequency: FM 92.2