WE ARE WOMEN FROM EVERY PART OF SOUTH AFRICA
WE ARE WOMEN OF EVERY RACE
WE COME
from
THE CITIES AND THE TOWNS
THE RESERVES AND THE VILLAGES
as
WOMEN UNITED IN OUR PURPOSE
TO SAVE THE AFRICAN WOMEN FROM THE DEGRADATION OF PASSES

IN THE NAME OF THE WOMEN OF SOUTH AFRICA

WE SAY TO YOU EACH ONE OF US
THAT WE ARE OPPOSED TO THE PASS SYSTEM

WE SHALL NOT REST
until
ALL PASS LAWS AND ALL FORMS OF PERMITS RESTRICTING OUR FREEDOM HAVE BEEN ABOLISHED

WE SHALL NOT REST
until
WE HAVE WON FOR OUR CHILDREN

GOVERNMENT COMMUNICATORS' HANDBOOK

government communications

Department:
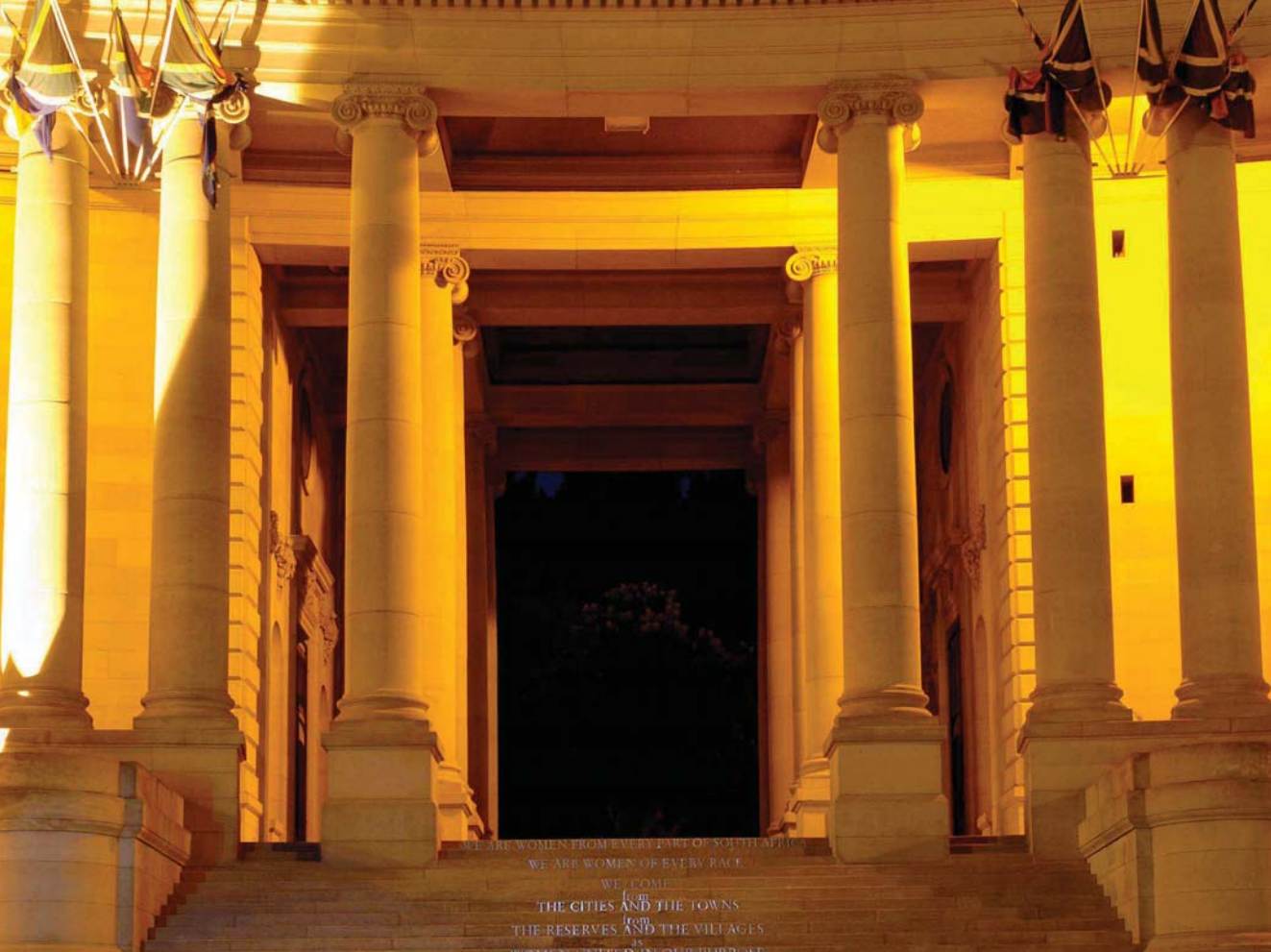Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

GOVERNMENT COMMUNICATORS' HANDBOOK

government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

CONTENTS

INTRODUCTION

The *Government Communicators' Handbook* is designed to assist government communicators to locate themselves in the overall government communication system in a rapidly changing working environment.

The handbook provides government communicators with an overview of government's communication system, practical guidelines and quick references relevant to their work. It is written with sufficient flexibility to provide the communicator with a one-stop reference to challenges which cut across all government communication areas.

The handbook deals with, among other things, guidelines for writing communication strategies, media liaison, campaign management, development communication, understanding government policy, marketing and advertising, and managing government's corporate identity.

The establishment of Government Communications (GCIS) has introduced a new approach to government communication, which encourages integration, co-ordination and high levels of professionalism.

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, the Government Communicators' Forum (GCF), Ministerial Liaison Officers' (MLO) Forum and joint communication around programmes and campaigns undertaken collectively by ministers.

It is believed that this handbook will add value and further equip government communicators with the requisite knowledge to more effectively and professionally perform their functions.

THE 10 BASIC PRINCIPLES OF GOVERNMENT COMMUNICATION

government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

2

THE 10 BASIC PRINCIPLES OF GOVERNMENT COMMUNICATION

1. **Government work is a public activity.**
   - In any democracy, government is elected by its people, and is therefore an institution for the people and by the people. It is essential that ordinary citizens are constantly informed about government work and empowered to take active part in it.
   - Government needs to make an effort to continually counter insinuations that government work is secretive whenever and wherever they surface.

2. **A central communication service must have the authority to carry out its work – it must be located in the highest office.**
   - To ensure legitimacy and effectiveness, all government communication must have its genesis and co-ordination from the highest office in the Government's structure.
   - On all other levels, communication structures must be placed in the offices of political principals.

3. **Political principals are the main communicators.**
   - Government communication must, in the main, be done by individuals holding positions of political oversight or leadership.

4. **Everyone in government is a communicator.**
   - Everyone working in government is indirectly a communicator and must therefore assume the role of an emissary and be a positive representative of government.
   - This is pertinent in every public service member's behaviour, including verbal and non-verbal interaction with the people.

5. **Communication must be based on an integrated communication strategy and programme (with core messages that guide all actors).**
   - The central communication service must co-ordinate the formulation of the main and all encompassing communication strategies for the whole of government.
   - All different spheres and parts of government must at all times communicate in one voice, meaning there must be consistency in messaging.

6. **Communication structures do not determine policy – they articulate it.**
   - Government policy and priority are predetermined and communication is there to inform and accurately disseminate them to the public.

3

7. **Communication is more than just media liaison.**
   - In communicating, special efforts must be taken to seek, evaluate and, where feasible, employ all available measures or tools to get the message across.
   - In implementing major campaigns in particular, a multimedia approach must be adopted for effective message diffusion and sufficient reach.

8. **Direct communication and mutual exchange of views with the public is the most effective form of communication (where possible, there should be communicators in all localities).**
   - Communication structures must be established to enable interaction, mediated or otherwise, between government and the public.

9. **In working out campaigns and programmes, there must be a deliberate effort to understand the communication environment.**
   - Research is an integral part of the communication process.
   - In any event, the success of communication depends on the accurate diagnosis of the surroundings that will inform, among other things, the selection of appropriate messages, target audiences and media platforms.

10. **Communication campaigns work best when they are carried out in partnership with others outside of government.**
   - Government does not function in a vacuum and for maximum communication impact, especially in terms of credibility and reach, role-players such as non-governmental organisations (NGOs), opinion-makers and other important figures need to be involved.

GOVERNMENT
COMMUNICATION
IN CONTEXT

3

GOVERNMENT COMMUNICATION IN CONTEXT

The approach to government communication takes its cue from the constitutional imperative of freedom of information and the objectives of building a truly democratic state. The free flow of information, accountability and media freedom are all fundamental tenets of a thriving democracy.

This requires government to maintain continued interaction with the people. This communication promotes an informed and appropriate response to people's needs 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.

Government's Programme of Action (PoA) for each year is outlined in the State of the Nation Address based on decisions of the Cabinet Lekgotla. The POA has been published on the Government website (*www.gov.za*) since July 2004.

'By checking on this page, the public will be able to follow progress with regard to the implementation of this Programme of Action. It will also be possible for the public to communicate its views about the programme directly to the Government, through the Internet and other, more traditional ways and means.' - President Thabo Mbeki, Budget Vote of The Presidency, 23 June 2004.

This decision of government forms part of the efforts to realise transparent governance in actual practice. The Presidency, working with GCIS, updates the information on the implementation of the programme every two months after reports on progress have been adopted by Cabinet.

Communicating the PoA requires government communicators to have a firm grasp of government policies and priorities and of progress on 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 important also to understand that the environment is not static.

GOVERNMENT COMMUNICATION AS A CO–ORDINATED FUNCTION

government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

4

GOVERNMENT COMMUNICATION AS A CO-ORDINATED FUNCTION

Government established the GCIS as a structure responsible for the co-ordination of government communication and information. GCIS was given the mandate to introduce a system that is comprehensive, integrated, streamlined and structured for delivery.

STRUCTURE OF GOVERNMENT COMMUNICATIONS

Chief Executive Officer (CEO)
The CEO of GCIS is the official spokesperson for government and attends and services Cabinet.

Secretariat
The GCIS Secretariat is made up of all programme managers and meets weekly to assess the communication environment and deal with issues such as key messages, communication strategy and corporate image.

Government and Media Liaison (G&ML)
This chief directorate provides a comprehensive and coherent media and government liaison service. It comprises the following subprogrammes:
• News Service
• National Liaison
• International and Media Liaison
• Communication Centre
• Parliamentary Office and Parliamentary Resource Centre.

Provincial and Local Liaison (P&LL)
This chief directorate provides development communication and information to the public. Through a more active involvement in public programmes and through access to government information and campaigns, people are equipped and empowered to use this information for their own development.

The chief directorate comprises the following subprogrammes:
• Local Liaison and Information Management (LLIM)
• Institutional Development
• Provincial and Local Liaison Administration
• Nine regional offices.

Policy and Research

The programme does research and provides information and advice on the public's government-related information needs and preferences, and advises other departments on research. It monitors the implementation and impact of government's policies and programmes from a communication persepective. It provides institutional support to the Media Development and Diversity Agency.

It consists of the following subprogrammes:
- Policy
- Research.

Project Desk

The Project Desk is responsible for the management and implementation of cross-cutting communication projects, including facilitating and drafting communication strategies for communication campaigns. It serves as a gateway to accessing GCIS communication services as it acts as a single entry-point for all new requests by departments and government agencies for GCIS assistance.

Communication Service Agency (CSA)

This chief directorate provides a range of services for government communication. This includes developing and implementing marketing, media placement and distribution strategies for GCIS and government, content development, and information products that meet the communication needs of government and the information needs of the South African public. The chief directorate comprises the following subprogrammes:
- Content Development
- Marketing, Advertising and Distribution
- Product Development
- Support Services (outsourcing and supplier management).

Government Magazine – *Vuk'uzenzele*

This chief directorate is primarily focused on producing *Vuk'uzenzele*, a 32-page magazine that focuses on opportunities created by our new democracy and how to access them. It has a print run of 1,1 million copies which are circulated in urban, and mainly, the remotest rural areas. While the majority of the print-run is in English, all official languages are catered for in separate editions. It is a free publication that appears six times a year. One of these six editions is a bumper, 48-pager which incorporates the State of the Nation Address (SoNA) and has a print run of two million copies.

CO-ORDINATING AND PLANNING STRUCTURES

Since its establishment, the GCIS has put in place systems to co-ordinate and plan the communication work of government.

Government Communicators' Forum

The GCF provides a platform for government communicators to plan and identify communication opportunities across all spheres and parts of government through substantive discussions and joint planning to achieve government's communication objectives. It is held three times a year and is attended by government communicators across all three spheres.

Ministerial Liaison Officers' Forum

The Ministerial Liaison Officers' Forum seeks to enhance co-operation among MLOs. It provides a platform for MLOs to share information, strategise, plan together and seek ways to improve their work. The MLO Forum meets three times a year and is attended by MLOs and parliamentary liaison officers.

Communication clusters

Communication clusters are platforms for joint planning and collective implementation of government programmes by communicators. Communication clusters mirror the Forum of South African Directors-General clusters. Communication clusters comprise the heads of communication (HoCs) of national departments and meet monthly. The clusters are:
- Justice, Crime Prevention and Security (JCPS)
- Economic Investment and Employment (EIE)
- Social
- International Relations, Peace and Security (IRPS)
- Governance and Administration (G&A).

Calendar of Events

This tool enables government communicators to share their plans for public activities and programmes. It enables them to take advantage of the opportunities created by other departments for bilateral work, be more sensitive to the environment within which information is released and adopt integrated plans and approaches. For the URL, contact National Liaison, GCIS.

Orientation of government communicators

GCIS organises orientation programmes to introduce new government communicators to the government communication system and explain the role of GCIS and the range of services it provides to government departments to support their communication work.

Government Communicators' Awards (GCA)

The GCA is a tool to motivate government communicators and to recognise improved delivery, innovation and excellence in the government communication profession. The GCA recognises those communicators who consistently strive for excellence and seek new ways of improving the effectiveness of government communication. Government

communicators, individually or in groups from all three spheres, can enter or be nominated for the awards.

Bua Magazine
Bua Magazine is a quarterly electronic publication aimed at encouraging debates and promoting continuous discussion around issues affecting government communication. The magazine creates a platform for the sharing of ideas, information, approaches and strategies in government communication. The magazine is housed on the GCF website.

GCF website
The website gives access to documents such as minutes, presentations, resolutions and other material that relate to the GCF. This site is restricted for use only by government communicators across the three spheres as it contains important information related to government communication. For the URL, contact National Liaison, GCIS.

GOVERNMENT
COMMUNICATION
STRATEGY

government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

GOVERNMENT COMMUNICATION STRATEGY (GCS)

January
– Cabinet Lekgotla
- Presentation of DG cluster plans to the Cabinet Lekgotla
- Presentation of strategic guidelines for the Government Communication Strategy (GCS) to the Cabinet Lekgotla
- First revision of draft cluster communication strategies
- First revision of draft departmental communication strategies.

February
– Opening of Parliament
- Delivery of the SoNA
- Parliamentary media briefings
– GCF
- Presentation of the GCS
- Second revision of the draft cluster strategies in view of the SoNA, Parliamentary briefings & GCS
- Second revision of the draft deptartmental strategies in view of the SoNA, Parliamentary briefings & GCS
- Finalisation of departmental communication strategies.

March
– DG cluster meeting
– Cabinet Committee meeting
- Departments submit strategies to GCIS
- Presentation of the final draft cluster strategies to the DG clusters
- Presentation of the final draft cluster strategies to the Cabinet committees.

October
– Pre–Cabinet Lekgotla
- DGs prepare for the Cabinet Lekgotla
- Clusters and departments review existing cluster and departmental strategies and their implementation
- Departments submit reports to The Presidency
- First draft of cluster strategies and GCS developed
- Departments develop first draft of communication strategy.

New communication cycle
• October marks the beginning of the new communication cycle.
• Communicators should begin with their first drafts of strategies.
• The final copy of the strategies should be completed by mid-March and submitted to GCIS by the end of the same month.
• April - implementation begins.
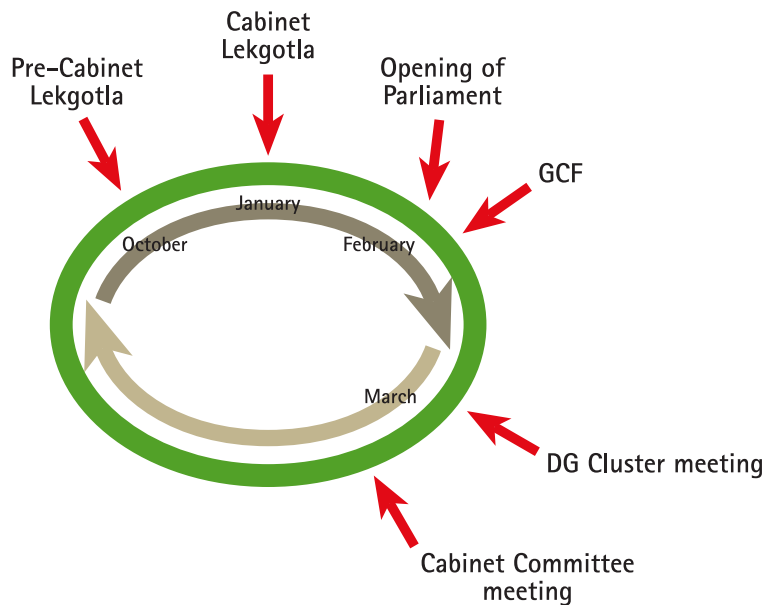
The GCS sets the framework for government communication each year and is based on government's PoA. Taking account of key programmes, departments are expected to follow this framework in formulating their communication strategies and plans.

Towards the end of each calendar year, departmental reports are consolidated for input into the Cabinet Lekgotla. The lekgotla deliberates on the broad programmes and strategic priorities of government. The President announces the PoA in the SoNA at the beginning of each calendar year. On the basis of this programme, the GCIS finalises the GCS.

GCIS presents the strategy to the GCF for discussion and noting. The strategy guides the work of a government communicator for that particular year.

HoCs are expected to submit, departmental communication strategies and programmes that are developed in line with the overall GCS to GCIS.

5.1 GENERIC FRAMEWORK FOR DEVELOPING A COMMUNICATION STRATEGY – A PROCESS 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 in which we are working, of who we are trying to reach, what they are thinking, and how they are best reached.

We must strategise for communication, translating our ideas into a concrete programme that promotes our objectives.

The strategising process

There are many ways of approaching this function. What follows is a process that has emerged out of GCIS' own experience in strategising for communication and entails 10 steps. However, 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 and implementing a communication strategy. Each step is of critical importance and is interlinked. However, 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:
1. background
2. objectives
3. environment
4. communication challenges
5. messages and themes
6. messengers, target audiences and channels
7. types of events
8. communication programme (phased or not phased)
9. structures and processes
10. action plan.

Background

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

Setting 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.

Environmental analysis

This will define the terrain and environment in which you 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 important 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 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 subthemes.

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

The core message must be integrated with the Government's core message for the year.

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, in what way and through which channels?

Phased communication programme

This consists of two parts: 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 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 critical 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 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 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 responsible for doing it, what the specific targets and objectives are, budgets, and so on. This will also serve as a strategic management and co-ordination instrument to ensure objectives are met. An action plan is best set out in tabular format.

Element/Task	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 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 (see document on how to develop good 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 related to the objective, challenges and messages.
- A distribution strategy citing a detailed plan on how the various products/services will be disseminated to the identified target audiences.

5.2 HOW TO COMPILE KEY MESSAGES

Key messages are simply key messages and not something else
- Key messages are not statements. They are also not briefings or comprehensive statements of information.
- They articulate the essentials of government's position on critical issues.
- They should inform all communication on the issue: interviews, statements, articles, posters, pamphlets, etc.

The 4X4 format reflects their character:
- four propositions, encapsulating government's position which any spokesperson should get across, whatever else they say
- for each of the four, another four to elaborate and explain and use in response to further questions.

Key messages generate and develop a government discourse
- Key messages over time generate a body of discourse that consistently reflects government's position.
- Consistency of style and terminology is therefore critical.
- Consistency of positions is critical - drafters should always check previous messages on related topics.
- Consistency in formulation on key issues helps communication – but formulations should also be sensitive to the current environment.

Key messages communicate strategic directions
- Key messages are informed by the strategic directions of government policy.
- Therefore, when drafting them, don't rely on desk research only – we need the guidance of those informed with strategic perspectives.
- While HoCs should be informed accordingly, other senior officials and policy-makers are often best placed – behind every successful drafter is a good network.
- Drafts will always reflect the brief given – a good drafter must be a good briefer.

Key messages are time bound
- Good communication is on time: a proactive step ahead or an instant response.
- Therefore, key messages must be available without delay.

5.3 GUIDELINES ON PUTTING TOGETHER A COMMUNICATION STRATEGY

1. Check external perceptions of your centre/programme among potential target audiences before you start. Think about how you fit into the external horizon. This will help you develop a communication strategy that gives you a distinct and credible voice.
2. Begin with a statement of your objectives in communicating the project; don't simply restate the objectives of the project itself. Make the objectives clear, simple and measurable.
3. Be clear on the principles underpinning your strategy. Some may be self-evident, like producing honest, succinct, credible and cost-effective communication.
4. Develop some simple messages and model how these might work in different contexts – a press release, report, newspaper article, website page, etc. Make sure your project is branded in line with your communication objectives.
5. Be clear about your target audiences and user groups and prioritise them according to importance and influence relative to your objectives. Don't just only think about the 'usual' ones that are known by all.
6. Think about both the actual and preferred channels your target audiences might use and challenge yourself about whether you are planning to use the right ones for maximum impact.
7. Include a full list of all the relevant communication activities, developed into a working project plan with deadlines and responsibilities.
8. Keep the communication programme simple and include key deadlines, milestones and review points.
9. Communication should be allocated enough budgetary resources to carry out its activities. At least five percent of the total funded budget in the department should be allocated for communication.
10. Evaluate the implementation and impact of the strategy and that the implementation process has taken place.

POLITICS AND
THE COMMUNICATOR

**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

6

POLITICS AND THE
GOVERNMENT COMMUNICATOR

If there is one area of governance which fully represents the political and administrative interface, it is the task of communication. The communicator straddles the relationship of political and administrative operations and harmonises the varying emphasis of these two fraternities to emerge with messages which reflect their unity of purpose. It is a government communicator who must package messages in a manner which harmonises the administrative and political arms of government. The elements of the administrative and political interface are represented by individual ministers on the one hand, and the departmental head on the other.

Indirectly, the work of the communicator is likely to be related to party political expression as they communicate policy positions most of which, if not all, are associated with a ruling party. To this extent, a government communicator presents policies, positions and information which may be counter to those of opposition parties.

We need to make the fine distinction between communicating government policies and improperly using one's position to promote or prejudice the interests of a political party. Government communicators are public servants, whose operational code includes impartiality and professionalism as encapsulated in the Public Service regulations. Section 36(c) of the Public Service Act, 1994 (Act 103 of 1994), states that public servants are prohibited from acting in a manner that is intended to promote or prejudice any political party. It reads as follows: 'an officer or employee may not draft up or publish any writing or deliver a public speech to promote or prejudice the interests of any political party'.

It must also be noted that communication tends to be an embodiment of the politics of a ruling party and government administration with messages emerging from the administrative-political melting pot. The following guidelines regarding the conduct of government communicators should be followed during an election period:

6.1 GUIDELINES ON GOVERNMENT COMMUNICATION DURING AN ELECTION PERIOD

The period before elections is usually a testing time for government communicators as it requires them to identify the fine line between party political 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, 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 assist government communicators and other relevant public servants in determining the specific parameters within which they should conduct their work during an election period.

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. This period is determined once the date for the election has been announced, party lists are submitted and participating parties and candidates confirmed. The period ends 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*.

Public Service Act, 1994

In terms of the Public Service Act, 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.

Constitutional rights and obligations
Government communicators and their departments should continue meeting the obligation of government to provide information to the people. They should continue exercising their responsibility to articulate, promote and defend the policies, programmes and actions of government. Like all other South Africans, communication officers have 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.

6.2 UNDERSTANDING GOVERNMENT POLICY

It is imperative for government communicators to have a firm grasp of government policies to be able to articulate government's position confidently and explain how it impacts on the lives of the people.

6.3 GOVERNMENT COMMUNICATION AND ENVIRONMENTAL SCANNING

Communication in government is pursued to fulfil the mandate and duty to inform the public. We must understand the chain of events in the government communication system and 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 environment to promote fulfilment of government's mandate. It is, therefore, of paramount importance that government communicators should make serious attempts to analyse the environment in which government messages would be communicated.

| Government communication | to effect | Change | in the | Environment | to be | Favourable |
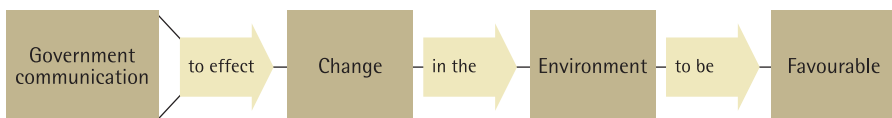
The function of government communication is directly linked to the function of meeting the information needs of society. Therefore, every communicator must seek to execute their function with the knowledge that the messages are to satisfy public expectations.

Various media may also mediate these messages. The challenge for a government communicator arises because these mediators might interpret the message in a way inconsistent with what government intends.
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, and what and who deals with these messages before they reach the target audience.

It is important that we understand that the messages we communicate may reach the target audience through the interpretation of those who are mediating them. Hence, the communication strategy must take this into account. The key issue to deal with is the possible changes in the message and how to minimise distortions to the content of the message.

It is critical to understand the following key components of communication.
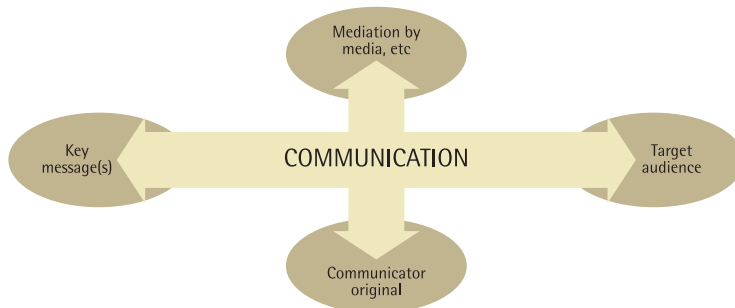
The illustration suggests that the communicator pursues the function of communication to alter certain environments to promote fulfilment of government's mandate. It is therefore of paramount importance that government communicators make serious attempts to analyse the communication and political environment in which messages would be communicated and which could affect how they are interpreted.

The next challenge for the political communicator is to understand the journey taken by the messages to be communicated and what and who deals with these messages before they reach those they are intended for. More often, those who communicate tend to lose sight of the intended receiver of the message. Before messages are disseminated communicators must analyse the probable line of message from its exit point to the target audience. In this way, they will understand possible distortions and mediations and their effect on the original message.

DEALING WITH
THE MEDIA

**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

GUIDELINES FOR DEALING WITH THE MEDIA

7.1 MEDIA PERCEPTIONS AUDIT OF GOVERNMENT COMMUNICATION

In 2005, GCIS commissioned research into the media perceptions of government communication to improve government's services to the media. The research consisted of 67 in-depth interviews with prominent journalists between August and October 2005. It was done by Kuper Research and the Media Observatory, a project of the University of the Witwatersrand's Journalism Programme.

Research revealed that although most senior journalists believed there had been improvements in government communication in recent years, they felt that still more advancement was needed.

Key recommendations:

Avoid an adversarial relationship
There needs to be an alignment of government communication and the media behind common objectives. A 'them' and 'us' mentality is counterproductive. The culture needs to be one of information-sharing, trust and respect.

Understand the needs of the different media types
Part of the professional standards required from government communicators is that they need to know the different platforms they can harness to deliver a message.

Understand the importance of journalists' deadlines
Be accommodating and assist in meeting the deadlines. Understand the immediacy of daily newspaper, radio and television news deadlines.

Be accessible
Government communicators have to be accessible to the media to share information and for them to meet their deadlines. Ministers and decision-makers should be more available to the media.

Consistent professional standards
Government communicators should consistently reflect professional standards in their work.

Don't be 'over-bureaucratised'
Government communicators should try to 'de-bureaucratise' the process through frequent and structured interactions between their principals and the media.

Government spokespersons are not bodyguards
It is not the job of government communicators to protect their principals but to rather be their 'voice'.

Media are not a 'loudhailer/echo' for government
Government communicators need to understand that the media are not loudhailers or there to echo government messages. They are also not 'vultures waiting to disseminate negative news'.

Contact and recognition
The media want more contact and recognition at the senior level of government.

Truthful vs economical
Government communication is not seen as untruthful but rather 'economical' with the relevant information

7.2 WHAT MUST A GOVERNMENT COMMUNICATOR DO?

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

A journalist's nightmare

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

7.3 MEDIA STATEMENTS, ADVISORIES AND FACT SHEETS

Whether times are good or bad, you will issue a media statement or media release at some point.

- We write media statements to publicise our programmes, inform the public and put something on record.
- On an average news day, our media statements compete with hundreds of other stories.
- Most media statements feed the rubbish bins of the newsrooms they are sent to. In this day of e-mail, most media statements enjoy the status of junk mail.

10 points to remember!

1. Your writing must be accessible, clear and direct.
2. Your first paragraph must be punchy but avoid going over the top.
3. Talk to the journalist before you fax or e-mail the statement.
4. You should seek to inform and arouse the interest of both the editor and the journalist who is going to write the story.
5. Your statements must be newsworthy. Check this with the journalist because what is newsworthy to you may not be as exciting to a journalist.
6. Give your statement a title, not a headline.
7. Your typing should allow space for editing. Statements typed in double spacing are preferred.
8. Never print on both sides of the page.

23

9. Provide all your contact details and where additional information can be obtained, e.g. website address.
10. In terms of lay-out, try to put all the information on one page and any variation of the following structure:
- subject
- name of the department
- the information you are communicating
- in the case of events, state the venue or place
- give the date
- indicate the benefits of your programme or project
- identify the beneficiaries
- contact person.

Media advisories

In most instances, advisories are issued (as the name suggests) to inform media of an upcoming event or announcement on which a communicator/ministry would like coverage. They are designed to entice media to an event/ announcement by simply stating the date, time, venue etc. of such and event or announcement.

Nonetheless, such a communiqué should cover the conventions of the media release. Include a date/contact names/ telephone numbers/ e-mail addresses/ fax numbers and so on for the purpose of queries to be directed to a communicator.

Although an advisory should not be longer than a page in length, the tail should also include the term '-end-' to indicate that the communiqué does not continue.

Facts sheets

The facts sheet is often the written equivalent of the background briefing. In terms of circulation, it should go to media before any briefing, but can be sent out as a stand-alone which serves to 'set the record' or 'to set the record straight' depending on the context.

- A fact sheet should capture facts and figures, but not be release with a media release as it is a background document. Media should be familiar with the contents before any briefing, thus making response to simple, established information a straightforward process. Often, however, such information may be the preserve of government officials and taken for granted.

- The fact sheet rearticulates on record the responses to complex issues and, (preferably) addresses responses to what might be looming matters. However, this should not be done in a polemical style.

- These are usually long and often complex documents and should therefore be clearly marked as 'Fact Sheet' or 'Background Document' and conform to the convention of larger documents described above. Although not necessarily for media release, they should indicate if an embargo does or does not apply.

7.4 MESSAGE PRESENTATION STRATEGIES

REMEMBER!
Government communication exists to ensure that the public is constantly informed about service delivery and the challenges facing government. In the process, government communicators are delivering a service that is as important as the delivery of houses, water or electricity. It is therefore important that government messages are constructed in a way that would capture the public's attention.

A badly constructed message can be as bad as denying citizens their right to information

How can I avoid badly constructed messages?
- organise a brainstorming session with the communication team and relevant officials
- identify key messages
- identify target audiences
- identify appropriate media and journalists.

7.5 HANDLING A COMMUNICATION CRISIS

Since we may not be able to prevent crises all the time, there are a few things we can do once it has arisen:
- do not lie
- do not issue statements if your department has not made decisions about what to say
- if the crisis is going to impact on government as a whole, develop an inter-departmental or government-wide approach
- do this while approaching members of GCIS to co-ordinate the process
- have a central point from which statements will be issued and co-ordinated
- develop a parallel process for managing the parties who will be directly affected by the process.

7.6 MORE OPTIONS

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:

Letters to the editor: This could appear on the letters' page in the name of the political principal, senior official 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 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.

Communicators can invoke a media convention known as the 'right to reply' to ensure publication of such a piece. On the other hand, if the 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 broadcast 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 represents 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, but can be effectively used for proactive communication. As the media are driven by the psychology of the scoop or the exclusive story, this can be very effective in 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:** GCIS frequently arranges media briefings 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 uninformed 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 GCIS. The most frequent briefings with the PGA take place following Cabinet meetings, during the Parliamentary media briefing weeks following the opening of Parliament and cluster media briefings.

- **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 the 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, GCIS maintains a database of foreign reporters in South Africa to facilitate contact with all foreign media working in South Africa.

Formats for briefings: Briefings of the kind described above can take many formats. Communicators need to decide on the format in consultation with the principals 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 briefings 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 it. This format needs not be announced in advisories to the media as it is generally assumed that briefings are on 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. 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. The 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 lends 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 the media and sometimes leads to the 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 communicators to establish the preference of their principals and the specifics of the content on which media are to be briefed.

7.7 TECHNIQUES: HOW TO HANDLE AN INTERVIEW

How should you behave?

The first thing you need to do is to **look/sound** as if you want to be there! As uncomfortable as the situation might be, as nervous as you may be feeling, cultivate 'coolth'. Look as if you have no problem being on the spot because you have nothing to hide and will answer all difficult questions.

Don't contradict aggressively - there is a way of looking mildly appalled at the rudeness of the interviewer and holding up your hand indicating that you need to speak but speak as you are doing this. Correct them with excruciating politeness. It will make them look as if they have not done their homework.

No surprises - the only way to do this is to have your 'ducks in a row'. This will mean some serious advance planning and research. You don't want any surprises. YOU must be in control of the interview.

What to say and what not to say

Anticipate - if there has been a problem in the department or you have had a personal crisis and you know you will be grilled about it... **bring up the subject first**. If it is appropriate, express dismay at what has happened and move right along to what has been **done**.

If the interviewer challenges the rate at which the problem is being tackled, jump right in and list the reasons why caution is necessary and that the outcome will be communicated immediately. **Take charge but do not take over!** You will annoy the interviewer!

Do not volunteer **too much** information. You can come across as 'too clever by half'. Indicate you know more than they do. This is a game of opportunity and playing 'poker'. Often, just a facial expression is enough to communicate disbelief and mild amazement.

Never reveal future plans that your colleagues or peers have discussed in confidence because **you** feel pressurised to say something during a period of 'silence'. Interviewers use these hanging silences to play on your nerves and to force you into saying more than you should. Wait politely for them to continue.

If the question is tough and you are a bit taken aback, don't ask the interviewer to repeat the question. If the audience have understood it, you should have too, and your request will just look like a delaying tactic. Buy time. Ask them to clarify points so you can marshal your thoughts.
Do not keep using the interviewer's name! E.g. 'Les, I'm glad you asked that question. Les, let me tell you...' Also, don't thank them for asking the question. It is 'old hat' and a time waster.

Body language

If the interviewer says: 'You are reported as saying...' to put you on the spot, listen carefully. DO NOT NOD, it will be taken immediately as an affirmative. **You** may be nodding to indicate that he or she should go on and you will eventually correct them but it doesn't come across that way.

Listen quietly and sit still. Tilt your head as if you are quizzical about the source. Correct elements of the accusation and speak about the context. Admit, if you have to, to some of the facts. Do not be defensive.

Concentrate and keep some eye contact. If you look down or up to the right, you will look as if you are avoiding being untruthful. Project warmth and smile gently whenever possible. **Concentrate** as if he or she is giving you instructions on how to land a plane when you have no idea how to fly!

Don't cross your arms while you listen. Practise keeping them folded quietly in your lap, hands unclenched. The camera often focuses here, giving the interviewer a visual clue as to your state of mind. If you have a pen in your hand, don't fiddle with it either. All these movements are a dead giveaway to your inner turmoil! The close-ups can reveal a sweaty upper lip and brow. Remember, studio lights are hot. Try and be as cool as possible in your choice of clothing.

BUANEWS

government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

BUANEWS

1. What is BuaNews?

BuaNews is an online South African government news service, published by GCIS. It provides quick and easy access to articles and stories to the media, aimed at keeping the public informed about the work of government.

BuaNews provides the latest information to the media – community media, mainstream media and international media – on government-related information. BuaNews profiles the work that government does to improve the lives of the people.

5. Utility of BuaNews

Given the appreciation of the quality of BuaNews stories, the service is being utilised by many newspapers in the mainstream, community and international media.

6. Newsfiles

Government communicators in all three spheres can send statements, speeches, advisories, alerts and releases to *newsfiles@gcis.gov.za* to ensure that these are picked up by BuaNews journalists.

7. *www.buanews.gov.za*

Visit the BuaNews website at *www.buanews.gov.za* or call 012 314 2449

MEDIA MONITORING
AND RAPID RESPONSE

government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

9

MEDIA MONITORING AND RAPID RESPONSE

Rapid Response Unit

GCIS, The Presidency, the Department of Foreign Affairs and the International Marketing Council's Communications Resource Centre (CRC) assess and analyse the daily domestic and international media environment via daily rapid response teleconferences.

The CRC convenes the daily rapid response teleconferences and is responsible for compiling the agendas. These generally consist of issues covered in domestic and international media and form the basis of mid-morning teleconference discussions. During the teleconference, the team assesses media coverage to determine whether it provides a balanced picture of the country, the various initiatives, and activities of the respective government departments as well as other public and private entities.

The Rapid Response Unit alerts government communicators to both positive and challenging issues covered by international and domestic media. These daily analytical assessments of media coverage also play a vital role in the assistance offered to communicators for the development of communication approaches.

An added benefit for communicators is that the Rapid Response Unit provides an ideal environment where new and emerging issues in the domestic and international media are tracked as they arise, thereby enabling the relevant spokespersons to respond timeously. Communicators may be invited to participate in the teleconferences to provide the Rapid Response Unit with expert departmental-specific advice on issues covered. Within this context, the Rapid Response Unit's participants are able to offer suggestions to communicators that could be useful in streamlining communication and the effective targeting of activities.

Reports

The CRC compiles a range of analytical reports of media coverage relating to South Africa. These reports aim to provide guidance and support to communicators in the planning, execution and amendment of communication strategies.

Regular monthly reports cover issues relating to the South African economy, foreign relations, justice, crime prevention and security as well as tourism. In addition to these, the CRC produces ad hoc reports based on emerging issues or when requested by communicators.

These reports offer communicators the opportunity to track international media coverage on South Africa, gain some insight into which publications and journalists regularly provide coverage as well as the tone of reportage.

UNMEDIATED
COMMUNICATION

government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

DEVELOPMENT COMMUNICATION AND IMBIZO

10.1 DEVELOPMENT COMMUNICATION

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 fulfilment of the human potential.' - (Nora Quebral; Quoted in *Development Communication - Rhetoric and Reality* by Pete Habermann and Guy de Fontagalland.)

Development communication is the provision of information to the people that can be used 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 communities. Most importantly, the information should take into consideration the diversity of culture and 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 visit the Development Communication Learning Network on the GCF website.

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 the 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.

Community participation
Development communication 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.

Use of resource material
Various forms of resource material can be used to promote development communication. This resource material can be used for awareness purposes and to mobilise the community to attend workshops, roadshows, dramas, izimbizo, etc.

Loud hailing
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 teaches-another' principle, whereby information is spread through friends, families, neighbours, etc. It is also preferred in deep rural areas were everyone knows each other.

Posters
A well-designed and printed poster can be put up in community halls and public places such as schools, clinics, post offices, local businesses, etc. to disseminate a particular message. The culture of having community notice boards at Thusong Service Centres (previously multi-purpose community centres) should be developed.

Promotional material
Products like T-shirts, caps, keyholders, etc. can be used in big projects

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

Thusong Service Centres: vehicles for integrated service delivery
The most useful innovation in this process of communication for development has been government's programme of rolling out Thusong Service Centres, primarily in rural areas.

These centres 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 Thusong Service Centres. A further development has been GCIS' commitment to the location of a government information centre 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 Thusong Service Centres and how this has improved the quality of communities' lives.

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 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.

Government Communications' regional distribution network
GCIS has established more than 3 000 distribution centres across the country. These centres may be utilised by departments for distribution of their communication products and dissemination of messages. Each of the nine GCIS regional offices has an information resource centre (IRC) 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. The centres can be contacted at 012 314 2134 (Pretoria) and 021 461 0070 (Cape Town).

How can I make use of Government Communications' distribution network?
To properly manage distribution support, several key principles have been put in place.

The process outlined below is tailored specifically for a partnership with the GCIS regional offices and district offices. The complete development of a distribution strategy for a campaign, which includes marketing and media buying, is handled by the Directorate: Marketing, Advertising and Distribution of the GCIS. 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.

1. If material has to be distributed through the regional and district networks of the GCIS, the client department needs to have a manageable size of resource material (few thousand and not millions as such large volumes require procurement processes).
2. 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.
4. A language profile for each province/region will be provided to guide the client on the quantities and languages to be send to each specific province/region.
5. The database of all disability groups/organisations around the country assists clients to also reach disability groups and to cater for their needs. It assesses 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 IRCs 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. GCIS does not handle short-notice distribution – this is where the material is dated and has to be distributed within a limited timeline. We only handle education 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. Clients will be provided 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.

10.2 IMBIZO

Over the past few years, imbizo has become a popular and trusted platform for unmediated communication between government and the public to advance participatory implementation of government programmes to create a better life for all.

By April 2005, the focus weeks had grown to about 500 events nationally, where in the latter half of 2005 imbizo became more closely integrated with Project Consolidate, which focused on local government municipal processes.

The alignment of the Municipal Imbizo Programme with Project Consolidate, especially the district izimbizo of the President and Deputy President, which included visits to over 100 municipalities, brought a new orientation towards mobilising officials and elected representatives in councils and ward committees for practical solutions to problems. A measure of broader interaction with communities was maintained through local municipal izimbizo by ministers and deputy ministers.

The Imbizo Focus Week which was held from 6 to 13 April 2006 came shortly after the formation of the new local government, accompanied by an increased mandate from the people of the country. Imbizo therefore provides an opportunity for political leaders in all three spheres to intensify interactive communication around local programmes of action to promote effective and speedy implementation of the Accelerated Shared Growth Initiative for South Africa, as well as other government programmes.

It will be an important platform for promoting the call that all of us should act together in a national effort do everything possible to use this 'Age of Hope' to continue the progress made and address concerns that citizens have, so that we achieve the objective of a better life for all.

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. The communication strategy must also be

accompanied by a phased action plan to facilitate monitoring of the implementation of the communication strategy.

Planning

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

At the time of the Imbizo Week, the role-players would be the respective departments (service-delivery departments) and GCIS. This team's task would be to source from various departments' programmes where ministers and deputy ministers can be deployed. The various departments will send their programmes through the database developed by GCIS and the State Information Technology Agency (Sita). All departments have access to the database by using a username and password assigned to the person responsible for izimbizo in the department. GCIS accesses the database to view the programmes.

Establishing a national task team

A national task team should be established and charged with the overall responsibility of overseeing the implementation of the imbizo. The task team normally consists of the following:
- GCIS
- The Presidency
- service-delivery government departments
- representatives from protocol and security, especially in the event of the Presidential imbizo
- a senior person (normally the HoC in the Premier's Office) who will be the link with the provincial department of the executive council and others as may be deemed fit.

The participation of communicators in the task team ensures 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 imbizo's failure, 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 izimbizo. Preferably, it has to be someone with direct access to the premier, the entire executive council or the relevant 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 to oversee the overall work of the task team.

Role clarification

Once the national co-ordinating task team has been established, the roles of the various role-players should be clarified to ensure smooth implementation of the imbizo. This must be as detailed as possible and should clearly indicate who will be responsible for which tasks.

The national task team's responsibilities include:

- Programme consolidation with a person responsible for provinces and another for national departments.
- Marketing and distribution.
- Media liaison with two media liaison people. One is responsible for mobilising media at national level while the other person is responsible for mobilising media at local level (community media).
- Overseeing the provincial imbizo co-ordinating team.
- Capturing programmes/events onto the database (but this does not take away departments' and provinces' responsibility to factor their programmes onto the database).
- Developing an imbizo poster which will be sent to provinces to translate according to their own language needs.
- Developing radio and television advertisements.
- Media monitoring and analysis.

The provincial co-ordinating task team's responsibilities include:

- setting up the provincial imbizo task team
- drafting imbizo programmes and factoring them into the database and/or submitting them to GCIS
- liaising with ministers' offices regarding the deployment of political principals (ministers/deputy ministers)
- submitting post-imbizo reports to the national task team (GCIS).

Budget

The budget is another crucial aspect of an imbizo's implementation. Sometimes, 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 budget are the responsibilities of the province and which of the national Government. At times, this is left hanging and often results in unnecessary debts and unhealthy relations.

Departments are encouraged to spend less or pursue less costly izimbizo events/ programmes.

Consultation with the province and local municipality

Most izimbizo are conducted in particular municipalities or districts. It is important to observe all necessary protocols before pronouncing publicly the intention to undertake an imbizo. All parties must be consulted in advance as improper consultation can be a recipe for failure. It is advisable that the task team should as much as possible be stationed in and operate from the province a few weeks before the imbizo is to take place. This is critical as reports that are submitted by provincial officials about potential project sites to visit should be confirmed by actually visiting them.

Developing the imbizo programme

The programme is the ultimate reflection of long hours of work. 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:
- water
- roads
- poverty-alleviation initiatives
- health facilities
- electricity
- housing
- education programmes
- agricultural initiatives
- economy-boosting initiatives.

There may be other political or social ills that are high on the agenda of the province 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 – either to different stakeholders or to the media. Once the programme is approved, a second version has to be produced for the public. This will then be handed to interested parties, especially the media. This version will not include details related to security and protocol.

Media liaison

Media liaison is critical to popularise izimbizo to relate to people the commitment government has in uniting with the people to achieve change.

A media liaison manager must be identified. Too many people managing media-liaison activities often result in confusion and negative coverage of the imbizo. The media liaison manager and team will then be responsible for developing and implementing an effective media liaison strategy and plan which should entail, among other things:
- media briefings
- interviews
- media to be targeted
- opinion pieces
- key messages about the imbizo
- contents of the media kit.

It is crucial that the media should be informed in time what the imbizo is about – and this does not, at initial stages, have to cover 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 their work effectively. This may be an Internet café where the media can file their stories. A briefing room could also be handy when the need arises to give further briefings to the media.

Publicity

To reinforce the message, publicity material has to be developed, availed and widely distributed. Such material must relate to government's programmes, reflecting on the successes and challenges of service delivery. To achieve maximum impact, common publicity material is used, including 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 the central message of government is integrated. People are often not well-informed of government's activities and programmes through the mainstream media, hence the emphasis on publicity material during izimbizo.

Promotional material

Media statements, interviews and publicity material can be complemented by any promotional material. The GCIS sends a poster framework to provinces indicating the theme. Provinces have to produce their own posters with their message, from the one provided by GCIS.

Conducting research for izimbizo

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

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

To show a trend in terms of service delivery, it is advisable for statistics to reflect delivery from 1994 up to the most recent and verified reports. This can in turn be used for publicity material for the imbizo. In terms of qualitative data, consideration must be given to developmental issues in the specified area, languages spoken, natural resources and the communication milieu in 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 programmes in the given area.

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

Assessment and follow-up research

This is crucial for an effective imbizo, which will ultimately be measured by its follow-up in terms of action taken:

- The researcher needs to identify and brief scribes for each event. Scribes must be fluent in both English and the prevalent language spoken in the area where the imbizo takes place.
- Ideally, scribes should come from the communication sections in provinces, because they are more aware of the communication environment in which they will be documenting issues raised.

43

- A user-friendly form needs to be compiled by the researcher for each scribe to complete when documenting issues raised by the people.
- All scribe notes need to be collected and collated into a follow-up report comprising 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's form.
- A fortnight after the imbizo, it may be necessary to visit the province to obtain their report-back, as well as discuss the development of a consolidated report.
- The consolidated report, which will also include timeframes of action required by responsible departments and bodies, should be presented to the relevant principal.
- 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.

During the imbizo
During the imbizo, the task team must take care of several critical issues.

Recording proceedings
The task team has to allocate people who will be in charge of recording and documenting the issues raised by people, and the responses given by government officials. Audio-visual and radio recordings should also be done to reinforce the recording process. An important part of ensuring that things are well-recorded and that people are able to raise their issues audibly is the need to avail communication facilities for this purpose. The task team must therefore 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 unit may be requested to record those events that have a development-communication element. These requests need to be made within a reasonable timeframe as GCIS provides its services pending the availability of resources at the time.

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 efficiently organised. Any problems should be reported immediately to the project leader for alternative arrangements, if necessary. The provincial project leader should at all times be with the principal, advising on proceedings and managing the time as prescribed in the programme. Adherence to the time allocated to the programme is crucial. It is critical to advise people beforehand about the actual venues to avoid situations where people wait for the principal in venues that are not part of the itinerary.

However, the provincial project leader should be dynamic and flexible to deal with unforeseen circumstances. The head of protocol and security should be briefed continuously to inform them when 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 and plan for the next day.

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, e.g. ensuring that issues raised are sent to the responsible departments.

Evaluation of the imbizo
The task team needs to evaluate the imbizo and critique where necessary for future improvements. The evaluation should be the first step towards writing a report about the imbizo.

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.

Follow-up
The task team should also set up a process through 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 government is indeed 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. Areas showing good progress can form the basis for a good media follow-up.

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 an 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 it 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 to co-ordinate and brief scribes. The co-ordinator should also have prior access to the programme to make logistical arrangements for scribes to be present at all events. There should be at least two scribes allocated per event. Scribes could take on alternate 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 is held. 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 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. 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 scribe form is attached below.

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, 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 therefore be communicated from the relevant Office of the Premier to the relevant responsible departments or bodies via the proper protocol channels.

This will 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.

An example of a scribe form used at a Presidential imbizo

Stakeholder meeting

Issues raised	Action already taken	Proposed plan of action

State-of-the-district presentation

Issue raised	Action already taken	Response	Proposed plan of action

Community imbizo

Issues raised	Action already taken	Proposed plan of action

TOWARDS A COMMUNICATION SYSTEM AT LOCAL GOVERNMENT

government communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

TOWARDS A COMMUNICATION SYSTEM AT LOCAL GOVERNMENT

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 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 (Act 2 of 2000), and the Constitution of South Africa, 1996 (Act 108 of 1996), place unique obligations on local-government communicators and demand high levels of transparency, accountability, openness, participatory democracy and direct communication with the people in improving their lives.

The involvement of the people as agents of social change is significant in implementing government's POA in general and that of local government in particular, through the IDP process. 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 government's central message as outlined in the national GCS, is communicated in an integrated, consistent and co-ordinated manner.

Current communication scenario in the third sphere

Between 2003 and 2004, the South African Local Government Association (Salga), with the support of GCIS, concluded preliminary research on the status of communication in municipalities. In broad terms, the study revealed that communication at municipal level was not properly institutionalised or systematised.

These findings were elaborated on during 2005 by hosting workshops on the local-government communication system in all provinces. While significant detail was found, in general terms, no real system of communication existed across the three spheres of government and by and large, municipalities did not properly interface with the communication processes of national and provincial government. Similarly, the flow of information, especially to municipalities, from other parts of the system of government communication is random or even by chance.

Areas to develop communication at local government

FOUR broad areas of focus are:
a) governance and advocacy
b) communication
c) capacity-building
d) structures and systems.

a)   Governance and advocacy
Municipalities' communication services need to operate within a policy framework which is developed in conformance with the prevailing local-government legislation but considering precedents set by prevailing norms and standards guiding the system of government communication generally.

Political leadership and oversight of the communication function locally is a critical success factor in ensuring healthy communication with communities.

It is only when communication functions are properly reported on and accounted for, monitored and evaluated, that municipal communicators are able to effectively support the implementation of a municipality's programme of action.

Institutional arrangements need to be in place to ensure co-ordination of an integrated and coherent system of government communication from the national to the provincial sphere. This cannot be random but must be intentionally planned and enabled to ensure that communication information reaches all government communicators. This suggests that certain institutional arrangements should be in place at municipal level as well as at intergovernmental system level to ensure effective interface of communicators from all spheres.

Recommended interventions
•   the location of the communication function in the highest office in the municipality – politically accountable to the mayor but administratively located in the office of the municipal manager
•   a generic municipal policy
•   detailed description of supporting legislation
•   clear statements/explanations of the following policy issues:
    – plain language statement
    – official languages
    – corporate identity
    – diversity
    – editorial policy
    – environmental assessment
    – consultation and citizen engagement

- risk communication
- crisis and emergency communication
- media liaison
- event management
- advertising and marketing
- internal communication
- institutional arrangements
- communication cycle.

Oversight, monitoring and reporting of these processes should be done in the premier/ mayor's forum meetings provincially and in the relevant political working group of Salga.

Provincial communication core teams should be strengthened as provincial implementation hubs.

Awareness-raising roadshows among mayoral committees should be undertaken by provincial core teams.

Communication programme

Government communication is a not stand-alone or self-serving discipline. It is a strategic and planned process aimed at supporting the implementation of the policy and programmes designed by government to better the lives of the people. As such, a municipality must have a dedicated communication capacity which puts in place an intentional and planned communication programme.

Strategising for communication needs to be a frequent and ongoing exercise in the life of the municipality.

Local government is the sphere of government closest to communities. This places a particular onus on municipalities in fulfilling a wide range of communication functions across the spectrum of communication – media liaison, marketing, advertising and branding, direct and intensive unmediated communication, to name a few. As such, municipalities' communication strategies need to address not only the varied functions of the municipality, but the widely distinct target groups resident in any municipality.

Capacity–building

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 consolidate the local-government communication system:

- community liaison, networking, facilitation, negotiation, research, media liaison, communication planning and strategy, event management, understanding of government policy and linguistic or communication skills

The GCIS, the Department of Provincial and Local Government (DPLG), 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 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.

Research and various provincial audits show that the communication function at municipal level is hardly resourced. The scenario has, however, shown significant improvement since the 2002 Conference on Local Government Communication.

Structures and systems

Communication units and structures are arranged in a manner that enables 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 communication units are politically accountable to office of the mayor while administratively they report to the office of the municipal manager.

As communication is a strategic function that should be consciously planned, dedicated institutions for this function are required at municipal level. Best-practice models on how to optimally structure a communication unit in government are available but lack standardisation across municipalities. Guidelines in this respect as well as job descriptions, performance agreements and key performance areas (KPAs) for incumbents of such posts are not uniformly applied. Such arrangements need to be located within the prevailing institutional and employment arrangements applicable to the third sphere which are different from those of the national and provincial spheres.

Guidelines to regulate the way national and provincial government collaborate around communication functions have been developed by GCIS:
- District communication forums should be established as communication co-ordination points in all district municipalities. This should also entail effective monitoring of such fora by the relevant political provincial intergovernmental relations forums.
- A communication structure at district municipal level is recommended.
- A communication structure at local municipality level is recommended.

- Each provincial local government core team should establish the necessary intergovernmental rapid response teams aimed at implementing crisis communication-support initiatives in municipalities encountering protest actions.
- Provincial core teams must assist in communication capacity development, communication strategising and strategic interventions in specific municipalities when problems arise.

The imbizo approach should be implemented on an ongoing basis annually in the municipal communication cycle through 'Mayor and Ward Councillors Meet the People' initiatives.

The following are recommended at municipal level:
- A communication unit located in the Office of the Mayor but with administrative accountability to the municipal manager of a municipality. This unit should ideally comprise officials to handle the following functions: internal and external communication, including the imbizo programme; media and stakeholder liaison; media production; and marketing and branding.
- Municipal communicators should have access to the executive committees and other decision-making bodies of municipalities.
- Regular communication strategising meetings should be held in the municipality to provide communication guidance.
- Municipal communication officers should be represented on the provincial government communication forums.
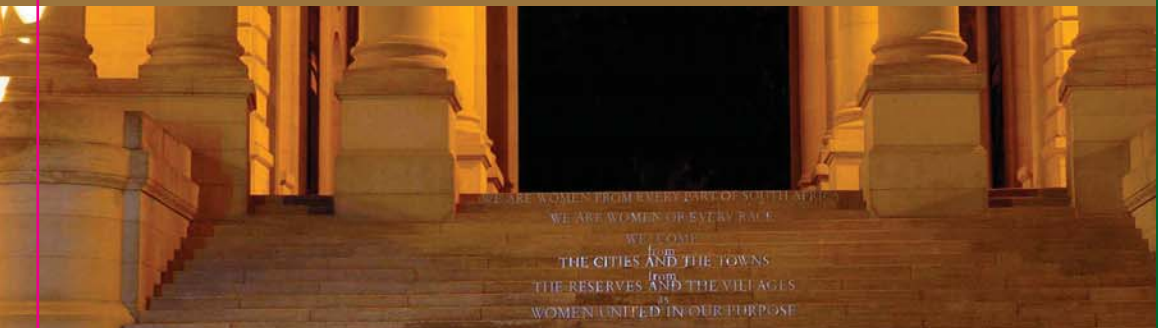
THE INTEGRATED MARKETING COMMUNICATION VALUE CHAIN FOR GOVERNMENT CAMPAIGNS

**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

THE INTEGRATED MARKETING COMMUNICATION VALUE CHAIN FOR GOVERNMENT CAMPAIGNS

1.Introduction

In our ongoing endeavours to educate and inform audiences about government's policies and service-delivery initiatives we develop and manage campaign brands to be communicated in a coherent manner while differentiating the brand to effectively reach the target audience.

As social marketing practitioners, we are often confronted with changing attitudes and behaviours of these diverse audiences. It is therefore imperative to interrogate not only the psychographic, demographic and geographic profiles of these target audiences, but their behavioural profiles as well. The questions that government-marketing communication practitioners should be asking are the following:
- is the campaign brand distinct enough?
- is it visible at the various brand contact points, and does it resonate with the audience with respect to the values it is espousing?
- what informs the various groups' behavioural patterns?
- what are the cultural fundamentals?
- what are the preferred communication vehicles?
- what are the various groups' immediate priorities and needs?

The reality is that more often than not, there is limited time to conduct research for each campaign – research that should inform the integrated marketing communication strategies. This has a major impact on the messages that are developed and consequently the information products that are created.

How then do these campaign brands fit in the overall brand management process of government, and what is their relationship to the government brand?

2. Managing the corporate identity of government
2.1. 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 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.

2.2. 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 needs a distinct brand personality and values which appeal to the people. When well-managed, corporate identity can be a powerful means of integrating the many departments and programmes. It can also provide the visual cohesion necessary to ensure that all corporate communication is coherent and results in an image consistent with the government's ethos and character.

2.3. 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 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, GCIS commissioned research on the application of the Coat of Arms into government's corporate identity programme. The main objective of this research was to solicit input from the key role-players on how the Coat of Arms should be appliedconsistently 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 limit the use of the Coat of Arms, to further protect them from commercial exploitation and abuse. The guidelines also help in the popularisation of the Coat of Arms. To address the inconsistent application of the Government Brand, the GCIS developed the *Corporate Identity Manual for Government*. The manual will facilitate easy recognition of communication from government by the public.

3.   How to implement marketing communication campaigns for government

3.1. Common marketing principles used in both the consumer and social marketing process
There are four basic elements used in the marketing process which apply to both consumer and social marketing. They are commonly known as the 'Four Ps' of marketing and entail product/service, place, price and promotion.

There are, however, eight elements to the social marketing process. These include the 'Four Ps' applicable to all marketing and additional four elements – publics, partnerships, policy and purse strings.

Products/services
• A problem is identified in the marketplace and a solution is found to solve the problem e.g. AIDS is the problem and practising safe sex is the solution (product).
• In social marketing, products are intangible e.g. environment protection. In consumer marketing, products can be tangible (sweets) or intangible (services).

Price
• This refers to what the consumer/audience needs to do to obtain the product.
• In consumer marketing, the consumer exchanges money to get the product.
• In social marketing, a person often has to give up something e.g. exert some effort, risk embarrassment or disapproval.

Place
• This describes how the product reaches the end user.
• Tangible products use warehouses, trucks, trains or the store.
• Intangible products use training, information or servicing.

Promotion
- It is necessary to create and sustain a demand for the product.
- This can be achieved through advertising, public relations, promotions, entertainment vehicles, media events, editorial, etc.

Publics
- Many audiences need to be reached to ensure the success of the social product. 'Publics' refer to the external and internal groups involved in a programme.
- External publics consist of the broad target audience, which includes the primary and secondary markets, policy-makers and gatekeepers.
- Internal publics are those involved in the approval and implementation of the programme.

Partnership
- The issues to be communicated are usually complex and it is often necessary for a number of social organisations to team up for strong and effective delivery.

Policy
- It is difficult to sustain a change in an individual's behaviour if the environment does not support that change. This usually necessitates a change in government policy to support the social marketing programme.

Purse strings
- Most social marketing programmes are funded from foundations, governmental grants or donations. This needs to be considered in the planning process as a programme cannot happen without funding.

3.2. Against the clarification outlined above, it is critical to understand the process involved in implementing an integrated marketing communication (IMC) plan for any given campaign. The illustration outlined below provides a brief process flow for effective implementation of an IMC plan:

1. Procurement process

Business strategy

Marketing strategy

Communication strategy

Legend:
- Client
- Advertising/media buying/distribution agency
- Media owner

Creative strategy/concept	Produduct development	Print
Media plan and strategy	Media placement	Radio & TV Internet
Distribution strategy	Distribution activity	Outdoor
		Distribution outlets

Marketing communications brief/specifications

Integrated marketing communications strategy

Processes:
- Bids specs developed and approved by Dir: Marketing/Communication
- Specs verified by Procurement Unit
- Bid published
- Evaluation panel appointed and briefed
- Bid closes
- Bid adjudicated
- Bid awarded to winning company
- Unsuccessful bidders de-briefed in writing

Processes:
- Agency develops Integrated Marketing Communication Strategy
- A creative brief developed and briefed to creative unit
- A distribution brief developed and briefed to the distribution unit
- A media planning brief developed and briefed to the media planning unit

Processes:
- Creative strategy/concept is developed and approved
- Media plan is developed and approved
- Distribution strategy is developed and approved
- Production house/unit is briefed on the creative requirements
- Media buying unit briefed to execute the media plan
- Distribution unit/agent briefed to execute the distribution plan

Processes:
- Print, radio & TV ads are produced by the production house/unit
- Media owners approached to purchase advertising space
- Distribution agent identifies distribution outlets

Processes:
1. Ads flighted in all selected media

3.3. Where do you start?

Let us look at the following scenario and processes that will be involved in coming up with the solutions:

> **The Department of Health is embarking on an awareness campaign to inform the public of the rights of non-smokers to a smoke-free environment, the need to protect children from the harmful effects of smoking and the requirement of all public facilities such as the hospitality industry, transportation, workplace etc, to provide a smoke-free environment.**
> A multimedia approach will be adopted to create maximum reach, by making use of the various media types and communication vehicles, to ensure maximum reach and frequency.
>
> Available budget: R5 million

Let's assume that a business/project strategy exists which is informed by the corporate strategy of the organisation and the policy/Act that has led to the need to implement

the communication project. Let's also assume that a marketing and communication strategy framework exists, to enable proper implementation of the IMC plan. Please note that if the latter documents are not available, a department can approach GCIS through the Project Desk to request assistance in facilitating the development of marketing and communication strategies. The Marketing Unit in GCIS has the following services to assist departments in executing the task at hand, assuming the process flow illustrated in 3.2.1.

3.3.1. Limited bidding procedure: Panel of Advertising/PR Agencies

In instances where the value of the campaign exceeds R200 000, departments can opt to make use of the GCIS Panel of Advertising/PR Agencies. The panel, which is ideally updated quarterly and reviewed annually, was established in 1998 after being endorsed by Cabinet, to fast-track procurement for campaigns with a budget estimate of more than R200 000. The panel consists of a list of agencies, appointed after a pre-screening process. A shortened bid period (14 days) is linked to the panel for campaigns that require a faster turn-around time.

- With regard to the scenario at hand, the Department of Health will approach the GCIS Marketing Unit to request use of its panel in writing.
- The Marketing Unit, together with the department, will develop a brief/bid specifications, and once signed off by the client, the following two-stage pitch will be followed:

   Stage one: short-listing and briefing: All panel members are briefed and the best proposals are short-listed, based on scores allocated with respect to strategy, modus operandi and functionality.

   Stage two: presentation pitch: A maximum of four short-listed bidders present a strategy and proposed methodology (and in exceptional cases a creative proposal) for the campaign to the evaluation panel. In this instance, bidders are also evaluated in relation to financial aspects.

3.3.1.1. Best practices for the drafting of specifications/briefs

- It is critical to note that a brief issued by the client to proposed bidders remains the most critical document in the procurement process. It is therefore essential that every effort be taken to prepare the best possible documentation of what is required and to ensure that the specifications do not inhibit participation by small emerging companies. It is also recommended that briefs for bids involving large budgets encourage the establishment of consortia to ensure that small companies have an opportunity to participate in the bid.
- Standards and technical specifications (briefs) quoted in bidding documents must promote the broadest possible competition, while ensuring that critical elements of performance or other requirements for goods or services to be procured are achieved.

- It is recommended that government departments should, as far as possible, specify accepted standards in their briefs.
- Bid specifications/briefs should be developed in collaboration with departmental marketing/communication and supply-chain management units, and must include, among others, deliverables expected from bidders, the evaluation criteria that will apply, the weight and value that will be allocated for each criterion, as well as the constitution of the evaluation panel, e.g. representatives from GCIS, the client department, academic institutions, etc.
- The inclusion of a campaign case study in the brief is recommended for generic bids that are not linked to specific campaigns, media bulk-buying bids or bulk distribution bids. This provides supplementary information to bidders that might otherwise not be gleaned from the general specifications. In some instances, bidders are also encouraged to provide their own case studies to demonstrate capability to execute the job at hand. This will afford the evaluation panel an opportunity to assess the bidder's level of competency and capability to execute the task.
- A combination of a written brief, followed by a verbal briefing session, is regarded as the best approach.
- It is of critical importance that the briefing document contains as much detail as possible to enable eligible companies to bid while enabling ineligible agencies to exclude themselves from the process. The following aspects should be incorporated in the brief (outline ofbrief attached as Annexure 1):
  - Background to the campaign – provide a brief summary of the campaign, what it is, its benefits and features, an indication of what has led to the need for communication action, the pre-history of the campaign, facts that locate it within broader and longer-term developments, etc.
  - Objectives of the campaign – specify the purpose of the campaign:
  What is it that you are aiming to achieve? Are you trying to inform, educate, generate enquiries, stimulate behavioural and attitudinal change, or is this a launch campaign where the primary objective is awareness of the product/service/government initiative?
  - Communication and competitive environment – be clear on how you want to differentiate your campaign and its competitive advantage from other competing campaigns and the way competitors promote themselves. Indicate the competitive strengths and weaknesses of your product/service, the campaigns that will be launched around the same time with your campaign, synergies that already exist and/or those that need to be forged.
  - Communication challenges – could be obstacles in the form of (i) existing perceptions that have to be changed through an awareness campaign, (ii) the challenge of activating the maximum support that is there but latent, (iii) a problem of insufficient resources (iv) the challenge of reaching the various segments of the population, (v) and of putting complex information into easily understood forms.

- Target audience – try to be as precise as possible about the people whom you want to communicate with: Who is the target audience? What kind of people are they? Are they existing users of your product/service/initiative? If so, what is their attitude to the product/service and your department?
- Messages and themes/tone and feel – bidders need to understand how you want the campaign material to reflect the product/service, government, and/or your department's personality. What should be the tone of the campaign? Professional? Serious? Traditional? Fun? Caring? Understanding? Authoritative? Include any key messages or themes that could guide bidders in the development of strategies and proposals.
- Requirements – it is important to encourage small, medium and micro enterprise (SMME) participation and the establishment of Black Economic Empowerment (BEE) consortia. This will contribute to the transformation of the industry. The use of local content with regard to resources required throughout the value chain should be included in the specifications where possible. Be specific about the requirements, e.g. develop and execute a comprehensive, integrated marketing communication strategy; develop branding, slogan and symbol(s) for the campaign; plan and implement an advertising campaign; plan and manage a public relations (PR) campaign; and/ or submit complete, properly audited post-campaign/impact analysis reports.
- Competencies to be possessed by agencies – these could include resources/ creativity/conceptualisation, understanding of government policy and objectives with regard to the project, event management, media planning/buying and/ or placement, feature writing, relationship-building and project/campaign management.
- Timing – indicate when the campaign should be launched and its duration. An advisory on approval points and procedures and the time to be allowed for this is recommended to ensurethe submission of a realistic roll out plan by bidders.
- Nature of the budget – it is advisable to tell bidders that the budget is task-driven.
- Bid evaluation process and criteria – this information provides a guideline with respect to how bidders should structure their proposals, and indicates which areas will be evaluated. Evaluation criteria linked to the deliverables of the project should be developed, and weighted scores allocated for each criterion.
- Evaluation panel and procedures – indicate how the panel will be constituted, i.e. which institutions will be represented? Provide the date, time and venue of the bid briefing session, where applicable.

- Number of evaluation phases – identify all the phases, e.g. pre-selection, short listing, strategy presentation etc.
- Preferential procurement evaluation scores – indicate that bidding parties wishing to claim points in terms of preferential procurement evaluation points should complete the relevant bidding documents with respect to ownership by persons who had no franchise prior the first national elections, and preferential points for promotion of small businesses and other government goals.
- Enquiries – indicate whom to call for functionality related queries and whom to contact for queries regarding bidding procedures.

3.3.2. Government Communications' media bulk-buying contract

Before we outline the processes entailed in buying media space once the creative has been developed by a creative advertising/PR agency, let us note the following about the GCIS media 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 this facility for government.
- Currently, more than 16 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 for the following reasons:

3.3.2.1. Contributions to the transformation of the marketing and 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 the Living Standards Measure (LSM) 1 - 5 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 the use of the most appropriate channels, and note any variations
- tailoring messages to specific groups along the lines of language and access to resources.

3.3.2.2. Mechanisms to monitor and facilitate compliance

- Departmental HoCs compliance is monitored through the Peer Review System.
- Annual or biannual 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: Marketing, Advertising and Distribution.
- 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 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.

3.3.2.3. How to develop a media strategy and plan

Media planning has changed over the past few years. There are many factors which have contributed to this change, namely:

- The communication environment is changing and the masses are breaking up into smaller groups with common needs. Communicators need to define their markets more precisely than they did in the past. Traditional media types such as television, newspapers, magazines and radio are less effective in producing behavioural and attitudinal change because of this proliferation. That is why alternative communication vehicles need to be used to complement traditional media.
- Media planning requires planners to identify smaller segments of message users and the media that reaches them best. It requires knowledge of the segments' lifestyles, interests and media habits. Broad demographics are no longer sufficient e.g. men, aged 25 – 49.

Outlined below is a typical process flow for media, planning and buying in GCIS:

Government Communications' process flow

Target market		Client brief		AMPS
Media objectives				Media objectives
Other objectives		Media evaluation		Other objectives
Budget				Budget
Material				Material
Timing				

Strategy		
Cost	Reach	Freq.
CPP	Dupl.	'Match'

Reconciliation & reporting		Approval/Order	Implementation	Booking
Per project	Per dept.			Distribution
Media type	Owner			Confirmation
Segment	Financial			Invoicing

Media buying

Depending on the magnitude of the campaign, a tactical plan might be required if execution is required through a single media type. However, if it is a multimedia campaign, a full media strategy, plan and schedule are required to provide rationale for the media selections proposed, as well as projected reach and frequency. 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.

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 start. The overall team will consist of four principals, namely: departmental HoCs, the GCIS, creative agency/creative source and the media planning and buying agency. Interaction between these four principals is critical to ensure that there are no scope creeps. In brief outlined below are the steps that are involved in the planning and buying process:

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
Stage 5: post-campaign analysis through a project review session.

Preparing a brief:
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.

When should it take place?
There is no standard timeframe, except that it should always take place two months prior to the launch of a campaign.

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.

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 campaign results. For administration purposes, the following generic information is required:
•background to the campaign
•campaign objectives
•target market
•requirement
•timing
•budget
•list of media selected and why?
•is there material for this campaign?
•has the material been developed yet?
•who is responsible for the production of material?
•material specifications for the various media types?

What are the next steps?
Once the brief has been received and accepted by the agencies, work towards the delivery of the communication campaign will begin. The departmental co-ordinator and relevant GCIS official should at all times 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 the advert/s 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.

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 as it provides physical proof that the buying agency has received approval to secure the time and space as detailed in the implementation plan and buying brief. Without this purchase order number, they are not in a position to secure and confirm time or space. Before order numbers are issued, departments must transfer funds to the GCIS account.

Penalties for late payment

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

Reconciliation of account

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

3.3.3. Distribution

In accordance with the recommendations of the Comtask Report, GCIS has established a national distribution network for the dissemination of government information material and products. This network is at the disposal of all national and provincial government departments and involves partnerships with governmental and non-governmental institutions.

A multipronged approach is used, in line with the target-audience segmentation approach, to ensure that a substantial number of audiences from the identified segments have access to the publications produced and distributed by government departments. There is, however, a bias towards rural/peri-urban markets where the majority of the audiences classified within the LSM1 – 5 group reside. The adult population of LSM 1 – 5 totals almost 20 million people, representing 65% of the adult population and approximately six million households. Most of these people reside in the Eastern Cape and KwaZulu-Natal.

If your marketing strategy includes the distribution of material to your target audiences, consider the following:
•   ensure that the material is tailored to the needs of your target audience
•   your method of distribution must take into account the location of your audiences (urban-rural divide), language, gender and cultural issues

- where appropriate, the material must be distributed electronically
- since distribution can be a time-consuming, costly and labour-intensive activity, you may want to use the services of the GCIS distribution agency.

An example of a briefing document that should be completed by the client department is outlined below, and this is dispatched to the distribution agency by GCIS' marketing unit:

Brief distribution plan

Objectives

Target audience segmentation
- Demographic segmentation LSM 1 – 6
- Age16 – 24, 25 – 35, 36 – 49, 50+
- Gender: male and female
- Race: all South Africans.

Cluster profiles
- Group J: below the breadline
- Group I: dire straits
- Group H: desperate density
- Group G: township living
- Group F: new bonds
- Group E: labour pool.

Areas
Urban areas: townships and metro areas.

Needs segmentation
- Access to government services and information
- Upliftment of socio-economic conditions
- Service delivery.

Quantities of publication to be distributed

English
isiZulu
isiXhosa
Sesotho
siSiswati
Sesotho sa Leboa

Afrikaans
Xitsonga
Tshivenda
Setswana
isiNdebele
Total
Budget

CAMPAIGN BRIEF

Background to the campaign

To be sure that we engage in the right terrain, you need to indicate what has led to the need for communication action. This is the pre-history of the campaign – facts that locate it within broader and longer-term developments.

Perhaps a policy process has reached a stage that needs the public to be informed; perhaps difficulties in trade negotiations needs public support to be built; perhaps floods have caused havoc and people need to be informed of what is being done to address the disaster and how to get help if they need it.

o   A brief summary of the campaign

o   What is it?

o   What does it do?
    -   What are its features and benefits?

Objectives of the campaign

o   You must be specific about the purpose of the campaign. What is it that you are aiming to achieve?

o   Are you trying to inform or educate your audience about your product/service/policy?

o   Is your objective to generate enquiries or to stimulate behavioural and attitudinal change?

o   Is this a launch campaign where the prime objective is awareness of the product/service?

Communication and competitive environment

o   Competitive advantage is one of the keys to success. Make sure you are clear about how you want to differentiate your campaign.

o   What are the competing campaigns?

o   How do competitors promote themselves?

o   What are the competitive strengths and weaknesses of your product/service?

Communication challenges

o   Challenges can be of almost any kind. It could be a matter of obstacles in the form of negative perceptions that have to be changed through an awareness campaign. It could be the challenge of activating the maximum support that is there but only latent – or of bringing together in a single campaign sectors that are supportive but for different reasons.

o   It could be a problem of insufficient resources. It could be the task of making the most of 'good news' that has not been well-publicised, or putting complex information into easily understood forms.

o   It could be the challenge of segmenting target audiences or the challenge of reaching LSM 1 – 5.

Target market

Try to be as precise as possible about the people whom you want to communicate to:

o   Who is the target audience?

o   What kind of people are they?

o   Are they existing users of your product/service? If so, what is their attitude to the product/service and your department?

Messages and themes

Your agency needs to understand how you want the campaign material to reflect the product/service, government and your department's personality. What should be the tone of the campaign?

o   professional, serious?

o   traditional?

o   fun?

o   caring, understanding?

o   go-ahead, futuristic, high tech?

o   authoritative?

Are there key messages that could be provided to the bidders to guide the development of strategies and proposals?

Requirements

o Develop and execute a comprehensive strategy

o Develop branding, slogan, symbol(s) for the campaign

o Plan and implement an advertising campaign

o Media planning and buying

o Plan and manage a PR campaign

o Manage a media relations campaign, including briefing sessions and editorials

o Develop and publish a brochure or brochures and/or an information pack on the programme (targeting stakeholders and the public)

o Be able to offer this service in the most cost-effective way?

o Make provision for the submission of complete, properly audited post-campaign/ impact analysis reports.

It is important to encourage SMME participation and the establishment of BEE consortia. This will contribute to the transformation of the industry.

The use of local content with regard to resources required throughout the value chain should be included in the specifications at all times.

Parties wishing to bid must have competency in the following areas:

o creativity/conceptualisation

o understanding of government policy and objectives with regard to the project

o event management

o media planning/buying/placement

o feature writing

o relationship-building

o printing/publishing

o project/campaign management.

Task directive/timing

o When do you want the campaign to be launched?

o What is the duration of the campaign?

Budget

o   Is it task-driven?

o   It is advisable to inform the agency of your budget (or your expectation of cost). This information will help avoid any surprises when the initial costing is submitted. Historical data might help in ascertaining this issue.

Bid evaluation process and procedures

o   This provides a guideline with respect to how the agencies should structure their proposals, and indicates which areas will be evaluated.

o   Evaluation criteria linked to the deliverables of the project should be developed.

o   Weighted scores should be allocated for each criterion.

Evaluation panel and procedure

o   Date, time and venue of bid briefing session?

o   How is the panel constituted?

Number of evaluation phases

o   The **first phase:** pre-screening and short-listing. The **first phase** involves evaluation and short-listing of all bids according to Request For Information and Request For Proposal submissions. Points will be allocated on broad criteria on areas related to pre-screening, as well as modus operandi and functionality.

o   The **second phase:** presentation session. The short-listed companies which score the highest points in the first phase of evaluation proceed to the **second** phase and then present their strategy and methodology to the adjudicating panel. In this instance, they are evaluated in relation to both modus operandi and financial aspects. Once functionality has been scored, points for price will be calculated. Adding the points scored for functionality and for price, each bidder will be given a score out of 100. This score is then converted either to 80 or 90 points in terms of the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000), and depending on the preference point system initially prescribed.

Preferential procurement evaluation scores

o   Bidding parties wishing to claim points in terms of preferential procurement should complete the relevant procurement forms.

ENQUIRIES:

FOR MARKETING/PR-RELATED QUERIES ONLY

Contact persons:

Director/Deputy: Marketing/PR/Communication

Tel:
E-mail:

FOR BIDDING PROCEDURES QUERIES ONLY

Contact person:
Director/Deputy: Supply Chain Unit

Tel:
E-mail

government communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

MEDIA–BUYING BRIEF

Client:
Campaign name:

Background to the campaign

Objectives of the campaign

Target market

- • **Primary:**
- • **Secondary:**

Requirements

Schedule (quotation) only
Schedule and rationale
Full media plan

Timing

Budget

List of media selected and why? (Please attach if long)

Is there material for this campaign?

Has the material been developed yet?
(Please note material deadline is two days prior to the campaign kick-off)

Who is responsible for the production of material?
(Material must be delivered to the relevant media house(s). The media agency will provide details on request)

```
[blank box]
```

Material specifications?
RADIO: (duration [preferably, 45 sec for African languages and 30 sec for English])

```
[blank box]
```

TV: (duration [preferably 45 sec for African languages and 30 sec for English])

```
[blank box]
```

OUTDOOR: (size and colour)

```
[blank box]
```

PRINT: (size and colour, i.e. full colour or black and white)

```
[blank box]
```

Please note that media owners charge a cancellation fee for cancelled bookings.

Authorised by:
Date:
Contact:
Tel no.:
Fax no.:
E-mail:

PROCEDURAL REQUIREMENTS TO ACCESS THE BULK-BUYING SERVICE

The following procedures apply for accessing the bulk-buying service:

- Client departments are required to submit a written request to the GCIS Directorate: Marketing, Advertising and Distribution, requesting assistance with media placement.
- Upon receipt of the request, the directorate supplies the client department with a media-buying brief template, which the client department has to complete (see Annexure 2 attached).
- Once the brief is received back from the client, Marketing evaluates the brief. Any additions required are made in consultation with the client department.
- Marketing submits the final brief to the placement agency for processing.
- The media agency compiles a media strategy, media plan and cost-estimate based on the brief and submits the documentation to Marketing for scrutiny.
- Depending on the magnitude of the campaign, a presentation by the agency to the client is arranged by GCIS.
- Marketing channels the media strategy and media placement cost-estimate to the client department for sign-off.
- After sign-off by the client department, Marketing informs the Chief Financial Officer (CFO) of the client department that transfer of funds into the GCIS appropriation account can proceed. Account details are as follows:

Bank:	**Reserve Bank**
Branch code:	**91-01-45-00**
Account number:	**8033-208-0**
Type:	**Cheque**

- Proof of payment (stub) has to be submitted by client departments before Marketing can proceed with procurement procedures, i.e. issuing of an order number to the placement agency. In case of an urgent request, where placement has to proceed before proof of payment has been submitted to GCIS, client departments should submit a commitment letter informing GCIS that the transfer of funds has been initiated. The accounting officer of the client department or the CFO should sign commitment letters, provided that the committed amount falls within the CFO's delegation.
- After placement has been effected, the media agency supplies Marketing with an invoice for the services rendered.
- GCIS pays the service-provider. Copies of the transaction, together with a post-buy analysis report, are sent to the client department.
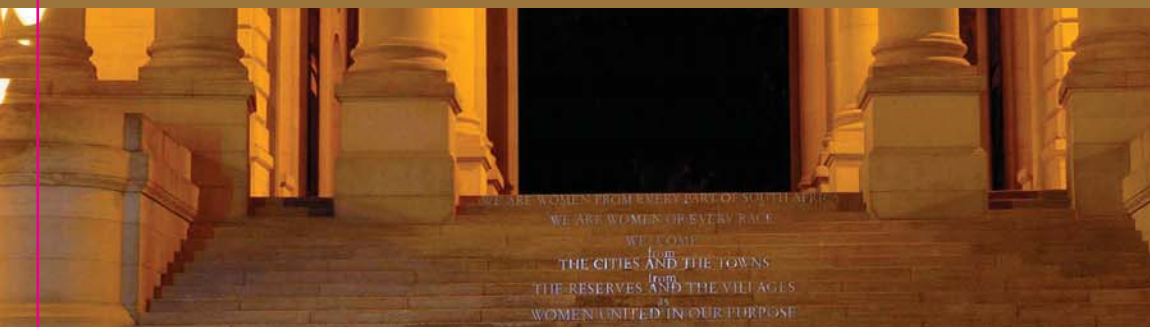
CAMPAIGN DEVELOPMENT
AND MANAGEMENT

**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

CAMPAIGN DEVELOPMENT AND MANAGEMENT

1   Introduction

The Project Desk in GCIS is mandated to provide professional project management and co-ordination solutions to cross-cutting projects driven by either GCIS or line-function government departments. In this regard, the directorate assists departments with the development and implementation of campaign strategies. It is therefore prudent that some process steps are outlined for this purpose.

One of the most important roles of a government communicator in the democratic dispensation is campaign planning and management. Campaigns have presented communicators with a variety of challenges over the past decade, as government communication steadily transformed into public relations and public participative context. This section seeks to guide you as a communicator to identify key issues when planning and managing a communication campaign and steps to undertake to attain maximum results.

2   Communication campaign

2.1It is defined as 'a connected series of operations designed to bring about a particular result' (Kendall 1992). A campaign can further be defined within the context of the project-management cycle as follows:
o   it has a specific start and end
o   it changes to the way things happen (behaviour, attitudes and perceptions)
o   it requires a new system or organisational arrangement
o   it terminates once the objective is met
o   it draws experience and expertise from various people
o   it requires teams to meet the necessities of various stages of the project
o   it has a specific budget.

2.2   Types of campaigns

Campaigns vary from political, product or service, ideological or issue- or cause-orientated, advertising and public relations.

The objectives of carrying out a campaign can also range from public awareness, public information, public education and seeking to reinforce, change or modify the behaviour and attitude of the targeted public.

3 Campaign management includes both systematic and creative elements

The step-by-step campaign process throughout a project life cycle consists of:

3.1 Initiation

Formal recognition of the need for a campaign requires a clear understanding of the problem/policy background. This phase requires feasibility study and research (formal or informal). Once certain, the scope (refer to the work that must be done) of the campaign must be determined.

3.1.1. In determining the scope, the following questions must be answered:
odefine the problem/broad description of what the campaign is all about
othe objectives
omain tasks to be executed, output, and timelines or target delivery date
othe budget determination
oproject risks and constraints
oproject start and completion date.

3.2 Campaign design/communication strategy

For government, which is largely involved in the business of social marketing, GCIS has developed standard design guidelines consisting of the following nine steps to ensure an effective campaign.

4 Campaign planning

The communication strategy of a campaign becomes an input to a detailed project plan for effective implementation. Usually, a team meeting is required to achieve this collective input.

4.1 Elements of a detailed campaign plans include:

o   tasks/activities and timelines
o   input required for each task
o   quality guidelines per task
o   task allocations
o   task scheduling or timelines using time tables: which day, week or month.

Planning can be done with any of the computer software such as MS Word, Excel or MS Project in a form of a table, outlining the elements above. The advantage of using MS Project is that it provides for systematic task scheduling, work breakdown an easyoverview of the campaign's tasks and subtasks.

5   Campaign implementation and control

This phase is progress-orientated and is characterised by ongoing monitoring and evaluation of the implementation of the developed campaign plan. The challenge here is to ensure that the plan is used as the basis for implementation, becoming also a monitoring tool. Tools for monitoring campaign execution include:
ocampaign plans (task description, deliverables and deadlines, responsibilities)
ochecklists (tasks, start and finish timelines, responsibilities, progress status and remarks).

6   Campaign evaluation and closure

After the campaign is completed, it has to be evaluated. Evaluation focuses on performance of the campaign and the extent to which the campaign has met its objectives.

6.1   The team needs to ask itself difficult questions:

odid the campaign deliver the objectives as set out in the plan?
owhat were the campaign's constraints?
owere the stipulated deadlines and timelines as stated in the plan satisfactorily met?
ohave we learnt from our experiences and how will we apply those lessons and best practices to improve in future?

6.2   It is important that all of the above answers are captured in an exit report.

7   Conclusion

Remember that the key beneficiary of every campaign is the target audience, who are normally a segment of the public. Therefore, the real measure of a campaign's success should be its impact on their lives, not just how well the individuals or teams performed their tasks or how much media coverage the campaign received.
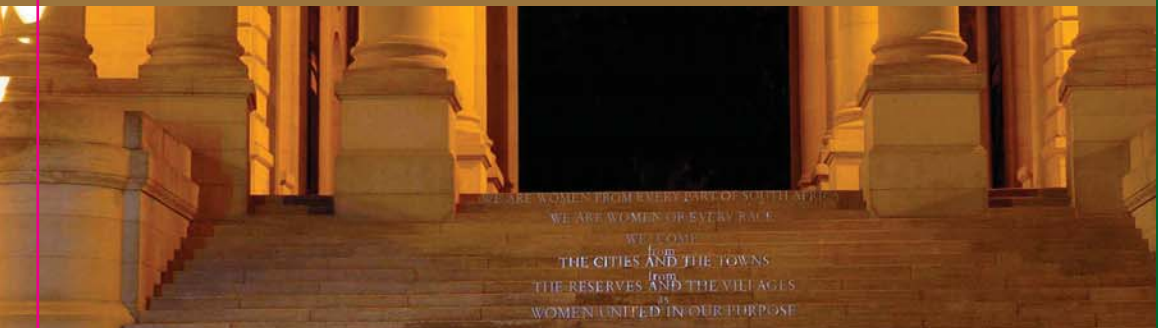
INTERNAL
COMMUNICATION

**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

INTERNAL COMMUNICATION IN THE PUBLIC SERVICE

1. CONTEXT

1.1 A key part of our communication approach since the beginning of 2006, adopted by Cabinet, is the intensification of communication within the Public Service about government programmes, motivated by the need for public servants to have a good grasp of government's PoA if they are to do their job well.

1.2 GCIS, with its responsibility for strengthening and maintaining the government communication system, is leading efforts to build internal communication in government, in particular communication of government's PoA to public servants.

1.3 The inaugural Government Internal Communicators' Forum met on 29 November 2006. It brought together all the internal communicators within the Public Service to plan and prepare for the implementation of an integrated communication programme within the Public Service. Once it is established at national level, attention will be given to extending it beyond.

1.4 Though government has made great strides in communicating with the public, in particular around its PoA, it is clear that there is a need to complement public communication with improved internal communication to inform and mobilise public servants in all spheres to play their part in implementation.

1.5 Mobilisation for implementation requires communication of government's vision and programme, both to the public and to the Public Service so that all can play their part in efforts to intensify the struggle against poverty and underdevelopment.

1.6 Against this background, internal communication should be seen within the context of broader efforts to build a better performing state. This places particular weight on communication within the Public Service to promote success of the Second Economy interventions and broadly popularising the PoA of government with emphasis on implementation.

2. PRINCIPLES FOR INTERNAL COMMUNICATION

Internal communication in the Public Service is underpinned by the following principles:

2.1 In designing internal communication programmes, experience has shown that there is a need to supplement communication on the ethics of the public service with more communication that builds an understanding of the content of departmental programmes.

2.2 There is a need to move beyond circulars and workshops as products and platforms for internal communication in the Public Service, because these alone cannot be sufficient to mobilise for implementation of government's mandate. Therefore, careful thought should be given to media, products and platforms that will effectively reach public servants in a manner that mobilises them for implementation.

2.3 Experience has also shown that content for internal communication within a department can be a contested terrain between what is strictly the mandate of a department, and what is broadly a government mandate. In dealing with this challenge, it is important that the internal communicator of government fully appreciates the centrality of government's PoA (within which departmental programmes fall) in designing internal communication programmes. However, it should also be appreciated that there are important work that gets done by Government's, which might not be included in the government PoA.

2.4 Distribution co-ordination remains a challenge in escalating internal communication in the Public Service. It is therefore important that the internal communicator should have a distribution plan for the information products (to be) developed, but above all that GCIS will assist in sourcing relevant information material from departments for internal communicators to distribute to public servants.

3. CORE FUNCTIONS OF INTERNAL COMMUNICATION UNITS IN DEPARTMENTS

3.1 Development and implement of an internal communication plan (informed by the departmental communication strategy) with key milestones, combining both departmental activities and government's PoA.

3.2 Develop content for various products and establish and maintain platforms to effectively reach out to public servants in the department (internal publications, intranet, notice boards, news flashes, etc.)

3.3 Distribute material in the department, including provincial departments and/or offices.

3.4 Conduct, on a regular basis, quantitative or qualitative research on platforms, media, products and language preferences to deepen public servants' understanding of departmental programmes and government's PoA.

3.5 Organise internal departmental events, including celebrations of national commemorative days; director-general and deputy/minister's staff addresses, etc. Motivate staff members to become ambassadors of the government brand and ensure that all work towards strengthening the partnership to escalate service delivery.

3.6 Facilitate the communication of top management decisions to all staff members, including matters related to ethics in the Public Service and departmental and government policies.

3.7 An internal communicator is expected to implement a strategic information and communication management system. Monitor critical issues related to the internal work environment and advise management on necessary actions to be taken.

4. RESPONSIBILITIES OF INTERNAL COMMUNICATORS

For government to communicate effectively with its employees, it needs a well-structured and managed internal communication unit that seeks to continually inform staff members of all the programmes and projects carried out in government and departments.

4.1 Allow staff to see the link between their daily functions and the services the department provides to its clients and how each staff member plays an important role in helping the department to deliver an efficient service.

4.2 Ensure that public servants are empowered with government information to become true communicators, ambassadors, and champions of government message/s to the public.

4.3 Ensure that communication material is written in plain language. Plain language is in clear communication that is clearly understood by the intended audience. Using plain language does not mean 'dumping down' your message or making it less precise. Everyone must clearly understand what you mean.

4.4 Departments will decide which additional communication mediums are to be explored, over and above existing ones, in communicating government messages to staff members.
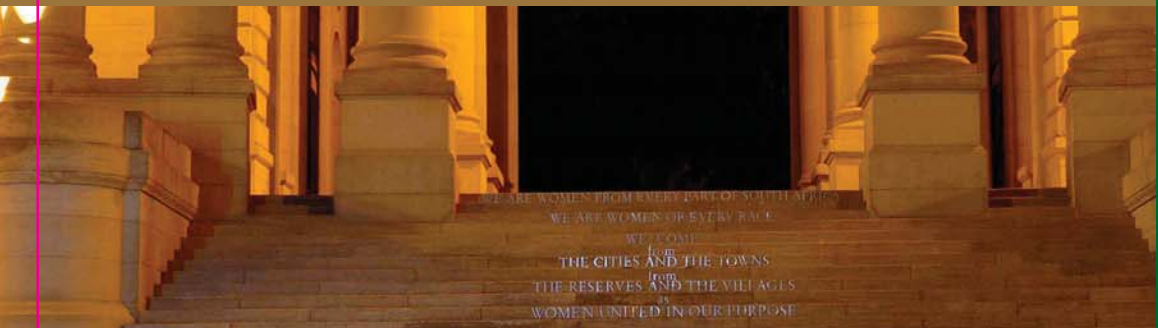
NEW MEDIA
AND INFORMATION
TECHNOLOGY

government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

15

NEW MEDIA AND INFORMATION TECHNOLOGY

The mouse, not the dog, is a government communicator's best friend!

Developments in information technology have granted government the opportunity to communicate in exciting ways. Developments on the Internet front have resulted in an explosion of information that is available to both government communicators and members of the public. The Internet has become an important tool for research and the distribution of government information.

USEFUL WEBSITES:

A. Government site

www.gov.za
Links to online directories (government and media) and also to several websites related to:

- government and politics
- Africa
- arts and culture
- business, finance and economy
- constitutional and legal affairs
- development
- education, training and skills development
- environment
- health
- housing
- human and social issues
- labour relations
- library and information services
- mining, minerals and energy
- news and media
- research, science and technology
- sport and recreation
- tourism and travel
- transport.

B. Search engines

International search engines
www.google.com
www.altavista.com
www.Askjeeves.com
www.dogpile.com
www.excite.com
www.hotbot.com
www.infoseek.com
www.metacrawler.com
www.yahoo.com
www.webcrawler.com

South African search engines
www.aardvark.co.za
www.ananzi.co.za
www.max.co.za
www.worldonline.co.za

C. Grammar and style

www.bartleby.com/141/
www.ccc.comment.edu/grammer/

Dictionaries
www.webster.com
www.britannica.com
www.wikipedia.org

Currency converter
www.xe.net/ucc/
www.oanda.com/convert/classic

African digital library
www.africandl.org.za

Internet surveys
www.nua.com

Online translation
http://www.worldlingo.com/

D. News sites

www.buanews.gov.za
www.ananzi.co.za
www.fanagalo.co.za
www.iafrica.com/news
www.iol.co.za
www.mediaweb.co.za
www.bday.co.za
www.news24.com
www.cnn.com
www.bbc.com
www.timemagazine.com
www.reuters.com
www.nytimes.com
www.google.com
www.sapa.co.za
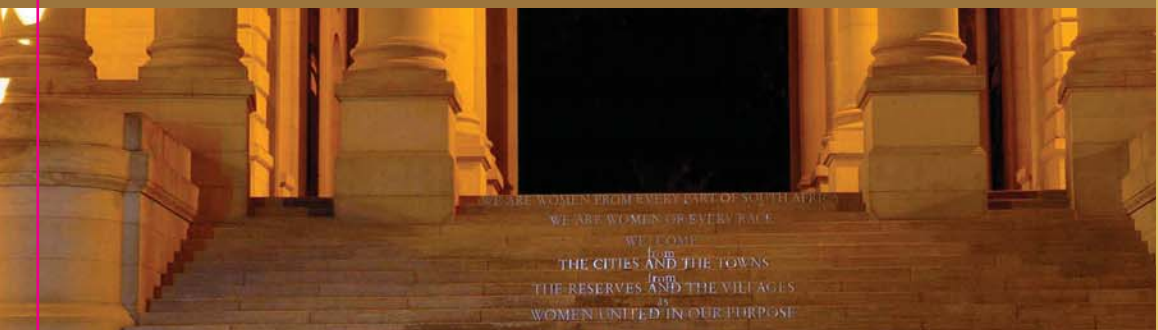
EDITORIAL
STYLE GUIDE

**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

16

EDITORIAL STYLE GUIDE

TABLE OF CONTENTS

1: GOLDEN RULES FOR GOVERNMENT COMMUNICATORS

- Produce well-researched information based on objective and accurate facts. Check all facts and figures, dates, citations, titles, initials and the spelling of names.

- Always strive for accuracy, brevity and clarity in your writing. Use direct expressions and avoid unnecessary (redundant) words and phrases. Also use the correct word order to avoid ambiguity. Be sure to punctuate sentences correctly.

- Government publications should aim to provide a balanced presentation without bias, distortion, undue emphasis or omission. Any defamatory information based either on hearsay, unsubstantiated allegations or claims is prohibited.

- Defamatory, racist, gender-insensitive, blasphemous or offensive information material is prohibited.

- In reporting and comment, all government publications should be fair, honest and considerate.

- Use short sentences and simple, familiar language that can be understood by everybody.

- Do not engage in plagiarism, which is unethical. Always refer to the source or original report with due acknowledgement.

- To avoid copyright violation, seek permission from the original source before reproducing any written or recorded work. All sources of information, unless stated otherwise, must always be acknowledged.

- When writing, use the inverted pyramid style comprising the five Ws and one H: (What, Where, Who, When, Why and How).

- The introduction must always be brief and logical – strictly less than 30 words.

- Every sentence must contain a verb. Preferably use strong active verbs, unless you specifically need to use the passive voice.

- Use the definite article 'the' to precede a noun when referring to a specific or know instance. Example, the President of South Africa, Mr Thabo Mbeki.

- Avoid redundant words that repeat what the initial words stands for. Examples: ATM machine, HIV virus, PIN numbers, ID document, etc.

- In formal/official writing, write out words in full and avoid contractions. Examples: 'was not' instead of 'wasn't'.

- Make use of direct quotes and active verbs: example: 'Dog bites postman' NOT 'postman was bitten by a dog'.

- Try and avoid using gender-sensitive words if possible. Use 'Ms' instead of 'Miss' and 'Mrs'; 'chairperson' for 'chairman' and 'chairwoman/lady'; 'spokesperson' for 'spokesman'.

- Do not use an abbreviation that is unlikely to be easily understood. Spell it out the first time, write the abbreviation in brackets, then abbreviate thereafter. Always use capital letters for abbreviations (e.g. CSIR, HSRC). Use lower-case for acronyms. Example: Nepad (except in the case of AIDS and AsgiSA).

- Numbers from one to nine must be spelt out; use figures from 10 upward. Hyphenate all spell-out numbers from twenty one to ninety-nine. Do not hyphenate one hundred, two hundred. Decimal and negative numbers are rendered as numerals e.g. 3,3, -4,0. Use numerals with million e.g. R4 million. Use space to indicate thousands and not commas e.g. 20 000.

- Never begin a sentence with a numeral: either spell out the number or rewrite the sentence to move the number from the beginning.

- Always double-check your work for correct spelling and punctuation.

- Use single quotation marks.

- Reported speech is written in the past tense.

- Avoid flowery language or too many adjectives and adverbs. These may be used to limited extent in subjective stories or essays, usually published under a by-line, e.g. in internal newsletters, but not in official brochures, posters, etc.

- All titles – e.g. Dr, Mr, Ms, the Rev., Adv, etc – must be acknowledged at all times. Mr, Mrs, Miss, Dr don't take an end stop as the last letter is also the last letter of the title. However, tittles such as Prof. and Rev. do take a stop, as the word is cut off in the middle.

- Foreign words must be written in italics.

- Refer to the *South African Concise Oxford Dictionary, 2002*.

- **The best golden rule: when in doubt, leave it out.**

2: CHECKLISTS FOR VARIOUS FORMS OF WRITING

2.1. WRITING A COMMUNICATION STRATEGY

The following is the official format for writing a communication strategy:
- background
- objectives
- environment
- communication challenges
- messages and themes
- messengers, audiences and channels, types of event
- a phased communication programme
- structures and processes
- action plan, including budget implications.

Preferably use decimal numbering in any written communication.
Indent subcategories such as 1.1, with a further indentation for subcategories 1.1.2. After this level, use a, b, c or bullets. This allows for easier reference. The complete guideline on strategising for communication is available from the GCIS Project Desk.

2.2. WRITING ARTICLES

A successful article has:
- a clear introductory paragraph that follows the inverted pyramid format and has focus
- a coherent and logical development of ideas that are credible
- distinguishes between fact and opinion
- has correct facts and details
- good, clear, simple language and sentences
- a powerful concluding paragraph that draws together the maid ideas
- a readable layout
- perfect grammar and spelling.

2.3. WRITING REPORTS

A report is always written for a specific audience and has a definite purpose. Reports are most often used to assist in decision-making.

Characteristics of reports:
- they have clearly defined sections
- they are clearly and logically written and organised
- they are objective and use a formal impersonal style
- they are based on careful research and facts
- they do not use:
  - abbreviated grammar
  - first-person reporting
  - colloquialism
  - opinions.

The traditional format of reports is the following:
- title page
- terms of reference (brief)
- summary of the report
- table of contents
- introduction listing the background and the aims
- main text of the report
- findings
- conclusion
- recommendations
- list of sources consulted
- appendices.

2.4. WRITING PROPOSALS

Proposals are similar to reports, except that it is a document to motivate or persuade the reader. The format of a preliminary proposal is usually:
- a statement of the problem and objectives
- methods to be used and recommendations
- projected costs.
  The traditional format of a full proposal is the following:
- title page
- table of contents
- summary of the proposal
- background to the research
- proposed action to be undertaken
- project budget
- schedule of work with time frames and deadlines

- evaluation of the success of the project
- appendices.

2.5. WRITING MINUTES

Minutes are not a verbatim account of proceedings, but are a written record of decisions taken. They may serve as a legal document and should therefore be accurate. Minutes ensure that proposed actions and responsibilities are recorded and should have an action and deadline column. Minutes should be:
- Concise without being too brief, yet cover all the major points discussed. Subjects should be described sufficiently to know what they were about.
- Objective and factual – they should not contain opinions about matter or people.
- Accurate, so that there can be no argument or misinterpretation.
- Detailed regarding all contracts and financial matter, appointments to positions, authorised actions and resolutions passed.
- Written in the past tense
- Have a list of actions to be taken and by whom, as well as decisions made at the end of the minutes.

2.6. WRITING BUSINESS CORRESPONDENCE

Business correspondence is often the only communication people have with the organisation and must therefore help the organisation to generate goodwill. Any written communication serves as a legal document. Correspondences include the following:
- Business letters:
  - Use simple language and short sentences and paragraphs.
  - The ideas must flow logically. Give a clear, sensible subject line and put the most important information first.
  - Never use jargon, clichés or grammar abbreviations.
  - Do not rely on your spellchecker – always read the documents through and check for errors.
- Memos:
  - memos are used internally to pass information and request action or serve as a record/reminder
  - follow a fixed format
  - use clear writing and a friendly tone, without being colloquial.
- E-mail:
  - Give a suitable subject line
  - Use full sentences
  - Confirm with recipients if they want an attachment e-mailed
  - Print all messages that have instructions or policy decisions
  - Don't assume people receive or read their e-mail regularly.

3: USING PLAIN LANGUAGE

DON'T ASSUME YOUR READER WILL UNDERSTAND WHAT YOU KNOW
You must guide your readers through the information you give them and point out what is relevant to them. Don't just refer to graphs, tables or pictures in the document. Your readers won't give them more than a quick glance unless you point out what is relevant, interesting or important to them.

WRITE AS YOU SPEAK
This doesn't mean you should use slang, bad grammar or poor English, but you can use a more personal tone to address your readers. By using the personal reference such as 'we' and 'you', your readers will feel that you are talking to them personally. By using words that are familiar to your readers, you won't frighten them off or make them feel inadequate for not understanding complex words.

PLANNING BEFORE YOUR WRITE
Plan what you are going to write before you start. The more you plan, the more organised and effective your writing will be. Asking questions is a good way to plan. Here are a few examples:

Who am I writing for?
- Who are my readers? – look at factors such as age, gender, culture and education.
- What do they need to know?
- Do I need to address problems they might have with the information?
- Will they understand the technical term I use?
- What is their attitude to the topic?
- Have I answered all their questions?

Why am I writing?
- What am I trying to achieve with my writing?
- Will I be able to achieve my aim with the information I have or do I need to gather more information?
- What do I want my readers to do when they finish reading my document?
- Will my readers be clear about what I want when they finish reading my document?

What is the most important point?
- What is the most important thing I want my readers to know?
- Am I clear about the central issue of my document?
- Am I going to overload my readers if I give them all the details of my research?
- Can I cut out some of the information? If my readers forget everything else in my document, what is the one thing I want them to remember?

PRINCIPLES OF PLAIN-LANGUAGE WRITING

1. Write informative headings.
2. Use plain words.
3. Avoid jargon and clichés.
4. Minimise acronyms and abbreviations. If you want to use an abbreviation or acronym then either write out the word in full and put the contracted term in brackets after it or use a glossary.
5. Get rid of needless words.
6. Use the active voice.
7. Use strong verbs.
8 Write short sentences and paragraphs.

4: PRINCIPLES OF ENGLISH GRAMMAR

4.1   PARTS OF SPEECH

1. **Noun:** Word used for naming objects such as a person, animal, place or thing.
   Example: Harry, cat, dog, store, ladder.
2. **Pronoun:** Word taking the place of a noun and used to refer to a person or thing without giving a name.
   Example: he, she, them, him, it.
3. **Adjective:** Word used to describe a noun or pronoun.
   Example: beautiful, old, oily, big.
4. **Verb:** Word used to describe action or existence.
   Example: is, are, was, kicked, run, have.
5. **Adverb:** Word generally used to modify or tell you more about the verb.
   Example: faster, slowly, very, soon.
6. **Preposition:** Word used for showing what one person or thing has to do with another person or thing, usually where they are in relation to one another.
   Example: with, under, on, above, in, beside.
7. **Conjunction:** Word used to join words and clauses.
   Example: and, but, when, while, therefore. Always precede by a coma except for 'and'.
8. **Article:** Use the definite article 'the' to precede a noun, implying a specific or unknown instance. Use the indefinite article 'a' before a consonant sound: a lovely day, a hotel, a union, and 'an' before a vowel sound: an African trip, an heir, an FA Cup final.
9. **Infinitive:** A verb preceded by 'to', as in 'to like'. Never split infinitives ('he seems to really like it'), rather write 'he really seems to like it'.

4.2. CONCORDS – AGREEMENT OF SUBJECT AND VERB

The general rule is that singular subjects have singular verbs, and that plural subjects have plural verbs. For example, the man is working, but the men are working. However, not all sentences are that simple. Fortunately, there are some simple rules to follow.

1. Two nouns joined by 'and' are followed by a plural verb. For example, 'The politician and the farmer have arrived' i.e. two people have arrived. If one were to write 'the politician and farmer has arrived', the implications is that one person, who is both a politician and a farmer, has arrived.

2. Collective nouns (army, crew, herd, team, committee, group) take a singular verb if the collection is thought of as a whole. It is not, however, wrong to use a plural verb. As a guide, when deciding which form to use, decide whether you want to emphasise the unit or the individuals who make up the unit. For example, 'The South African cricket team is going to Australia' i.e. one team is going to Australia. However, compare 'The South African team were unanimous in their condemnation of Australia umpiring' i.e. all the members of the team agreed that the umpiring was bad.

3. Two or more singular nouns joined by 'or' or 'nor' are followed by a singular verb: 'Peter or Bill is going to play'.

4. When a singular and plural noun are joined by 'or' or 'nor', the verb takes its number from the noun next to it. 'Either the workers or the supervisor is wrong'. (supervisor – singular). 'Neither Mr Jones nor the boys were there' (boys – plural).

5. If two nouns are connected by 'as well as', the verb must agree with the first noun: 'The manager as well as the workers has gone on strike'. 'Members of the band as well as their manager are attending'.

   The same rule applies to 'with', 'together with', 'in addition to', 'except' and 'no less than'.

6. 'Each', 'every', 'either', 'neither', 'nobody', 'everything', 'anybody' and 'everybody' all implies one thing and, as such, take singular verbs. 'Every workman receives his wages'. 'Nobody is able to answer'.

7. 'Much' and 'little' are singular, 'many' and 'few' are plural. 'Much time is wasted on petty details'. 'Only a few were willing to take the plunge'.

8. Plural nouns denoting a whole of some kind usually take singular verbs: 'R1 000 is a large sum of money'.
9. 'None' means 'no one', and is therefore singular.

4.3. TENSES

MAP OF TENSES

	PAST TENSE			PRESENT TENSE			FUTURE TENSE		
	INDEFINITE	CONTINUOUS	PERFECT	INDEFINITE	CONTINUOUS	PERFECT	INDEFINITE	CONTINUOUS	PERFECT
SINGULAR	I wrote	I was writing	I had written	I write	I am writing	I have written	I shall write	I shall be writing	I shall have written
	You wrote	You were writing	You had written	You write	You are writing	You have written	You will write	You will be writing	You will have written
	He/she wrote	He/she was writing	He/she has written	He/she writes	He/she is writing	He/she has written	He/she will write	He/she will be writing	He/she will have written
PLURAL	We wrote	We had written	We had written	We write	We are writing	We have written	We shall write	We shall be writing	We have written
	You wrote	You were writing	You had written	You write	You are writing	You have written	You will write	You will be writing	You will have written
	They wrote	They were writing	They had written	They write	They are writing	They have written	They will write	They will be writing	They will have written

4.4 PUNCTUATION
Using apostrophes (')

Apostrophes are often misused but as they are a useful tool for interpretation it is worthwhile learning these rules. Apostrophes are used to show either passions or that something has been left out.

Use	Examples
With singular nouns that don't end in 's'	The cat's whiskers
	The boss's view point
With singular nouns already ending in 's' you have a choice	The boss' view
	Business partners' investment entrepreneurs
Add only an apostrophe to plural nouns	
	Do not don't
	Is not isn't
When something has been left out	It is it's

When NOT to use an apostrophe:

Use	Examples
Words that are not contracted	o Who's package is most profitable?
	Whose package is most profitable?
	Its campaigns help create jobs
	o 1990's
	1990s
	o PTY's
	PTYs

Use commas (,) to:
• separate the item in a list
• separate a phrase that explains or expands on what went before
• avoid ambiguities.

DON'T use a comma with the word 'because'.

Use a colon (:) to introduce a list of items or bullets points e.g. 'I will ensure that our services have the appropriate:
- focus
- integrity
- professionalism'.

Use commas to separate items in a simple list (the ocean, deserts, mountains and grasslands); but use semi-colons to separate items in a list of items which themselves contain commas: 'Our journey took us to Italy, where we discovered the Roman civilisation; Egypt, which introduced us to some of the wonders of pre-history; and Greece, where we explored the early roots of Hellenism'.

Use hyphens (–) (n– and m–dash) to:
- make e-words (e.g. e-mail, e-business, e-commerce)
- compound nouns (where two or more nouns are joined) (e.g. buy-out, cost-effectiveness, cross-reference)
- compound adjectives (where two or more adjectives are joined) ONLY where the noun it describes follows it (e.g. cost-effective, index-linked, well-chosen, risk-based, long-term).

The following are a few basic guidelines:
- hyphenate compound adjectives: old-fashioned clothes, well-known book, so-called champion
- hyphenate prefixes to proper names: un-Christian, pro-life, non-smoker
- use a hyphen when writing figures: thirty-six, three-quarters but use an m-dash between figures: 3 – 12 March, score of 18 – 15
- hyphenate titles such as Director-General

See list of words often misspelled (page114) for words not hyphenated, some of which are:
-abovementioned
-postgraduate
-subsection.
When NOT to use a hyphen:
When compound adjectives (where two or more adjectives are joined) do not come before the noun:

	day-to-day problems	but	from day to day
	higher-rate tax	but	the higher the rate of tax
	long-term insurance	but	in the long term
	up-to-date system	but	keep up to date.

Use the m-dash to draw attention e.g. The Budget will rise – from R10 billion to R15 billion.

4.5.   THE CORRECT FORM

Capital letter

Capitals are generally used:

- At the beginning of a sentence.
- After a question mark or an exclamation mark: Goodness! Now what?
- For the names of people: Lerato, Wilson.
- For the names of places: Asia, Sunnyside, KwaZulu-Natal.
- For the names of nations, language and historical events: the French speak a Roman language; The Battle of Britain.
- For the names of days and months as well as of religious festivals and other holidays: Tuesday, May, Good Friday, Workers' Day.
- For the full titles of persons, ranks, offices, countries and buildings: Attorney-General, Directorate of Public Prosecutions, President, Union Buildings, the Department of Education, etc.
- For personal titles when they come before a name: Mr Nkosi, Prof. Jones, Dr Khoza, Ms Khan.
- Titles that precede and are part of names. Lower-case title that follow names or stand by themselves. Example: Pres T Mbeki. President Mbeki. Mr Thabo Mbeki, the President of South Africa. Judge Yvonne Makgoro, Judge of the Constitutional Court. Mr Justice Richard Goldstone.
- Names of religious denominations and nouns, pronouns and adjectives used to designate the Supreme Being in any religion. Examples: Methodist, Catholic Church, Christianity, Muslim, Hindu, etc.
- Ethnic names and nationalities derived from the name of a continent. Example: African, Indian, etc.
- Names of political parties, but not the same words when used in a general sense. Example: Replication Party. Mr John Nkosi is a Republican/Democrat, but republican system and democratic ideologies.
- The names of academic subjects e.g. Maths, Science, Botany, Sports and Recreation.

Do not capitalise:

- am or pm when used with figures. Example: 10pm or 7am.
- former, ex-, or -elect when used with titles. Example: former Telkom boss, ex-President Mandela or president-elect.
- seasons of the year: summer, autumn, winter, spring.
- occupational titles: teacher, nurse, lawyer, doctor.

Journalistic style tends to write many of these titles without capitals for example: 'The chairperson of the company is away this week'. When referring to a group as in: 'All directors are requested to meet in the boardroom at 14:00', the capital is not used.

Surnames

In English, surnames such as de Klerk, van Rensburg, van der Merwe, etc. do not get capitalised when written without initials or in isolation. 'Ms HF van Rensburg addressed the meeting' is written the same way (Ms van Rensburg) when the initials are omitted. Also: 'During the day, van Rensburg addressed the meeting'. However, if the name begins a sentence: 'Van Rensburg indicated' a capital letter is used.

Using bullets

Every item in the list should follow logically and grammatically from the lead sentence and every list should follow the same grammatical structure. When using bullets, capitalise the first letter of every bullet sentence if it contains separate sentences, and end each bullet sentence with a full stop.
Example:
Specialist institutes:
• The ARC-Agrimetrics Institute provides an integrated biometric and datametric service.
• It includes the planning of experiments, wide spectrum of statistical advice and analyses, as well as the interpretation of the processed results. This is supported and enhanced by an electronic data processing service and the development and maintenance of a scientific database and data system.
• The ARC-Institute for Soil, Climate and Water promotes the characterisation, sustainable utilisation and protection of natural resources.

Do not capitalise when bullet sentences are single unit. Do not use semi-colons or commas at the end of each bullet sentence and do not insert 'and' after the second-last bullet sentence.

Example:
These include access to:
• a range of payments options
• a high-quality service with quick turnaround time between application and first payments
• information regarding the full range of welfare service offered in South Africa.

Dates, times, initials, numbers, addresses and measurements

- Use the following abbreviations: in 30 BC, at 10 am, player no 7, on Jan 21.
- Write dates as Tuesday, 27 April 2004 (as opposed to Tuesday, April 27, 2004). Do not write 7th or 3rd, etc.
- In numbered addresses, abbreviate Avenue (Ave), Boulevard (Blvd), Street (St), Road (Rd), Crescent (Cres), etc. 'They live in Main Street, but our offices are at 21 Main St.'
- Write out and capitalise streets with numbers as names: 21 Fifth St, 53 Third Ave.
- Numerical plurals do not take an apostrophe: 1970s, the mid-1990s.
- Write time as 11h45 or 11:45, 15h00 or 3 pm.
- Do not abbreviate measurements unless used with figures: 45 km,126 ml. Never use plurals (kms, tons). Use a decimal comma in 2,3 kg or 15,75 ml.
- Write millions and billions in full: R26 million. Write out cents as in: the toy cost 99 cents.
- Write percent as one word, as in 60 percent.
- No full stops between initials. Example: Mr TM Mbeki.

5: YOUR USEFUL A-Z GUIDE

about – use in place of 'approximately', 'in the region of' or 'around'.

abbreviate:

- Titles when used with the full name, but spell out when used only with the surname. Example: A-G Joan Smith, Attorney-General Smith.
- Use the abbreviation only after the full name has been used first. Example: 'The headquarters of the United Nations (UN) is in New York. The UN, the international body, announced that...'
- plurals of abbreviations are written without an apostrophe: MECs, MPLs, SGBs, NGOs.

Act – (legislative) first letter always capitalised. Example: 'The Act provides for...' When mentioned the first time, the Act must be written in full e.g. the Revenue Laws Amendment Act, 2003 (Act 45 of 2003), was recently signed into law (comma after last bracket).

action is a noun, and is not a verb. You don't action something, you do it, or carry it out, or implement it.

advice versus **advise** – advice is a noun 'I will ask for her advice', and advise a verb, 'I will advise her what to do'.

adviser not **advisor**.

affect versus **effect** – affect is a verb. 'The decision did not affect the outcome'. Effect is both a noun and a verb. The decision has a significant effect' (noun). 'it is almost impossible to effect change'. (verb):

African (upper-case initial).

African Renaissance (upper-case initials).

age: 40-year-old.

AIDS – upper case as is HIV.

and/or – avoid. Sometimes used in legal documents.

allude versus **elude** – you allude to (or mention indirectly) a book, but elude (or escape) from pursuers.

all right versus **alright** – always use 'all right', written as two words.

all of the... – write as 'all the...., all..., or every...'

alternate versus **alternative** – 'alternate' (adjective) means going back and forth between two things, as in alternate weekends, every other weekend. 'Alternative' means other and applies when there are two opinions, as in an alternative plan.

among versus **between** – use 'among' for more than two people or things and between for two people or things. Avoid 'amongst'.

anticipate versus **expect** – 'anticipate' means foresee or regard as possible yet not sure,

such as rain. If you expect something, you are sure about it happening, such as expecting a visitor.

antiretroviral – one word.

apartheid – (lower-case initial).

appendices – is the plural of appendix.

Arrive Alive campaign – name of campaign is italics; upper-case initial

approximately – use 'about'.

Asian – (adj. and noun) refers to people or products from Asia.

assure, ensure, insure – you assure (promise) a person that things will go well (instil confidence), you ensure (make sure) that work is done, you insure (guarantee or protect) something against loss or damage.

as yet – use 'yet', which is more straightforward.

ATM – means automated teller machine, not automatic teller machine, as in ATM and not ATM machine.

at this point, at the present moment, presently, at this point in time – avoid all and use 'currently' or 'now'.

averse versus adverse – if you do not like something, you are 'averse' (opposed) to it. 'Adverse' (bad) is an adjective, as in 'adverse conditions'.

B

backlog – one word.

basically….; essentially ….; totally… – avoid. These do not add any meaning to a sentence.

biannual, biennial – biannual = occurring twice a year, half-yearly; biennial = occurring every two years.

belief (noun), **believe** (verb).

benefit, benefiting, benefited – don't double the 't'.

besides versus **beside** – 'besides' is a preposition and means 'in addition to' or 'apart from'; 'moreover'; 'other than'. 'Beside' means 'next to'.

bid versus **bade** – 'bid' refers to an offer, and the past tense is 'bade'.

bilateral – one word.

Bill (upper-case initial).

Big Five (upper-case initials).

binational – (one word).

British spelling throughout – (e.g. -ise).

Budget – (upper-case initial when referring to the national Budget or Budget speech).

BuaNews – always write as one word with a capital 'N'.

Cabinet (upper-case initial).

can, may, could, might – 'can' (past tense 'could') expresses ability as in 'she can play the piano'. 'May' (past tense might) expresses permission or possibility as in 'you may leave early'.

canvas (fabric) versus **canvass** (politics).

19th century (lower-case c).

cellphone (one word).

centre (not center).

certainly – avoid. It is overused to emphasise a statement.

chairperson – use in place of chairman, chairwoman or chairlady.

clichés – avoid redundant clichés such as 'begin to be seen to' 'basically', 'in terms of', 'essentially', 'in accordance with' ...etc.

coloured people/coloureds – lower-case initial.

communication/communications – 'communication' refers to written, spoken or non-verbal communication, whereas 'communications' refers to technological communication.

compared to, compared with - 'compared to' express similarities in: for example, 'compare the landscape to a painting'. 'Compared with' assesses the relation or difference between things: 'compare radio with television'.

comprise – use 'comprise (s)' and not 'comprises of...' the word traditionally means 'contain', not 'constitute'.

continual versus **continuous** – 'continual' means happening over and over again in frequent repeated sessions. 'Continuous' means happening constantly without interruption.

complement versus **compliment** – to 'complement' means to add to or bring out the best in something as in 'fish and tartare sauce complement each other'. 'Compliment (complimentary) means to praise or give away something for free.

complement versus **supplement** – to 'compliment' means to bring out the best in something; to 'supplement' means to add something extra.

comprise versus **include** – 'comprise' is used when all the components of the whole are mentioned. 'Include' does not presume that everything has been mentioned.

consequent versus **subsequent** – 'consequent' (as a result of) refers to the result or logical conclusion of something. 'Subsequent' refers to the events immediately following.

Constitution but **constitutional**

co-operate

co-ordinate

cost-effective

criteria is plural. 'Criterion' is the singular. You can have one criterion or several criteria.

critique is a noun, not a verb.

cornerstone – one word.

103

countrywide – one word.

currently – use 'currently' or 'now' instead of 'presently', 'at this point in time', 'at this juncture', 'at the present moment' or 'at this point'.

$500 – no space.

darkroom – one word.

data – plural. Rather use 'information'.

dates – 16 June 1976; 1990s.

daycare – one word.

deaf – rather use 'hearing impaired'.

degrees – 40º C/ 30º S, (space after degree symbol).

denotation versus **connotation** – 'denotation' is the exact meaning. 'Connotation' is the implied meaning.

Democratic Republic of Congo – (not the Congo).

Department versus **department** – when referring to a specific department, e.g. Department of Justice, use sentence case (capitalise). However, when referring to such instances generically, use lower case. Example: 'The Department of Justice'; but the 'justice department'. Plural: departments of justice and of education.

dependant, dependent – 'dependant' is a noun meaning a person who is dependent (adjective) on someone else.

D–Day

Director–General – plural: directors-general.

disabled – people with disabilities.

disinterested versus **uninterested** – 'disinterested' means unbiased or neutral about an issue. 'Uninterested' means total lack of interest.

dollar – but the Rand-Dollar rate. Uppercase.

downscaling

due to – use 'owing to' or 'because of'. Example: 'The prices have escalated because of increased demand'.

E

each other versus **one another** – two people talk to each other; more than two talk to one another.

Earth – upper case.

economic versus **economical** – the first is used in relation to finances and cost, the latter when referring to avoiding waste.

educators – not teachers.

effect versus **affect** – 'effect' is both a noun and a verb: 'the decision had a significant effect' (noun). 'It is almost impossible to effect change'. (verb) Affect is a verb. 'The decision did not affect the outcome'.

104

e.g. versus **i.e.** – e.g. stands for the latin *exempli gratia*, meaning 'for example'; **i.e.** is for the latin idest, meaning 'that is'.

elections – use instead of polls.

entitled versus **titled** – use 'entitled' when referring to a book or essay, 'titled' in the case of person.

enquiry versus **inquiry** – an 'enquiry' is a question; and inquiry is a formal investigation.

every day versus **everyday** – 'everyday' (one word) is an adjective and means 'normal, quotidian, occurring every day, not out of the ordinary'.
Example: 'An everyday event happens every day'.

F

fact – instead of 'I am surprised by the fact that the report is incomplete' write 'I am surprised that the report is incomplete'.

farther versus **further** – 'farther' implies physical distance; 'further' means metaphorical distance. Example: 'you travel farther, but pursue an issue further'.

fewer versus **less** – use 'fewer' with numbers of items or people. Example: 'fewer than 10 delegates attended'. 'Less refers to quantity - 'less than half the delegates arrived'.

First World

First Economy

focus, focused, focusing – don't double the 's'.

formula/formulae – 'formulate' is the preferred plural of 'formula' and not 'formulas'.

fulfil

fully (no hyphen because of -ly) – fully fledged programme.

G

GCIS – Government Communication and Information System.
There is no suffix 's' on Communication and System. Shorter version:
Government Communications (GCIS).

go–ahead

gold mining, gold mines, BUT goldfields

Gospel versus **gospel** – the Gospel, but a gospel singer.

government – (lower-case initial) in all cases except when the word is preceded by the 'the' e.g. the South African Government (the Government), but government projects.

grassroots (one word).

ground–breaking.

H

head – people head committees, they do not head up committees. Head of Department or Communication.

105

headings – first initial upper case, all other words in heading lower case, except names, e.g. Arts and culture, National symbols, BUT Department of Arts and Culture (no abbreviations in headings).

healthcare – one word

he or she/ his or her. It is now common practice to use 'they' as a shorthand for 'he' or 'she' and 'their' for 'his' or 'her', for example, 'you can transfer these benefits to your husband or wife, regardless of their income.'

historic versus **historical** - the first means a significant or important event that will stand out in history, example: 'the historic democratic election'; 'historical' refers to any past occurrence.

HIV – upper case.

HIV and AIDS – upper case.

home owner – but home-owner's allowance.

honorary – example 'honorary' degree, not 'honourary'.

human resource development (HRD) – not resources, and lower-case initials.

HRD Strategy

I

imbizo – (plural – izimbizo).

in–depth

Indians and/or Asians – upper case.

information settlement – use in place of squatter camp.

information and communications technology (ICT) – lower-case initials.

information technology (IT) – lower-case initials.

Inquire and enquire – the first refers to an investigation, the latter is a request for details.

Ise/–ize – use '-ise' for all American words spelt with '-ize'. Write 'organise', not 'organize'.

italics – should be used sparingly to emphasise meaning of words. Always use for foreign words and phrases; title of publications, songs and movies; green and white papers; lawsuits; website addresses; and the names of ships, aircraft and space craft.

its versus **it's** – 'it's' is a contraction of 'it is' as in 'it's hot today'. 'Its' means 'of it' as in among its various provisions, the Constitution ensures equal rights for all'.

interactive

interdependent

interdepartmental

intergovernmental

Internet – upper-case initial.

J

judgement (judgment – legal reference).

K

3 000 km – note spaces.
kick-off – soccer events and projects kick-off, but conferences and campaigns open, begin or start.
kilometre
knobkierie
knock-and-drop
knockout – as in boxing.
KwaZulu-Natal (with a hyphen).

L

land users – two words.
landowners – one word.
languages – Afrikaans, English, isiNdebele, isiXhosa, isiZulu, Sesotho sa Leboa, Sesotho, Setswana, siSwati, Tshivenda, and Xitsonga.
locally – (no hyphen because of -ly) locally developed.
lekgotla – gathering (plural - makgotla).
lend versus **borrow** – I 'lend' my pen to you; I 'borrow' your pen from you.
less versus **fewer** – 'less' refers to quantity; 'fewer' refers to number.
letsema – communal volunteerism.
like – avoid using to mean 'such' as or 'as if'.
Limpopo – (formerly Northern Province) – don't write Limpopo Province.
Limpopo River – but, Limpopo and Orange rivers (river in lower case).
liqueur versus **liquor** – 'liqueur' is a flavoured, sweetened spirit. 'Liquor' is any alcoholic drink, especially spirits.
loan versus **lend** – use 'loan' as the noun and 'Lend' as the verb. 'Lent' is the past tense.
longstanding – one word.
long-term – is used as an adjective, otherwise two words. Example: long-term investment. In the long term, my finances will be fine.
licence – (noun).
license, licensed – (verb).
line-up
lose versus **loose** – 'I often lose my keys'; 'My shoelaces are loose'.

M

macrobenefits
macro–economic
maize meal – two words.
mangoes
may versus **might** – 'may' expresses both permission and possibility, while 'might' expresses only possibility. 'It may rain today', but 'may I leave the room?'.
media conference – better than press conference, as it covers both print and electronic media.
Medium Term Budget Policy Statement – no hyphens.
Medium Term Expenditure Framework – no hyphens. But medium-term arrangements.
megalitre (ML) – refers to a million litres.
microlending
millennium
Ministry versus ministry – capitalise only when written out in fill. Example: The Ministry of Justice, but the justice ministry or the ministry.
Minister – capitalised when used as a title. Example: 'The Minister of Health'. Lower case when plural is used. Example: The ministers of health and of communications.
money – plural: monies.
moneylending
Mpumalanga – don't write Mpumalanga Province.
multidimensional
multilinguism
myself – use only in the reflexive form as in ' I baked the cake myself'. Otherwise, 'the cake was baked by Pat and me 'or' Pat and I bake the cake'.

N

national budget
national Department of Housing – (lower case n).
nation–building
nationwide
newsroom
non – the prefix 'non' indicates the negative sense of words with which it is combined. Hyphenated as in non-smoker.
non–governmental organisation (NGO) – lower-case initials.
no one – two words.
northern hemisphere – lower-case initials.
North West – no hyphens (the province).
R4 million (use numeral).

R4,5 million BUT R4,5-million investment, SPACE for thousands, e.g. R168 050.
numerous – rather use many.

O

of/off – 'of' is a preposition while 'off' is an adverb. Many writers mistakenly use 'off' as a preposition as in 'I picked it up off the floor'. This must be avoided.
one another versus **each other** – more than two talk to one another, two people talk to each other.
ongoing
online – one word.
overcrowded – no hyphen.
overexpenditure – no hyphen.
owing to…. Because of… – use in place of 'due to'….
organise, organisation – refer to -ise.

P

Parliament versus **parliament** – The South African Parliament or the Parliament, but parliamentary briefings.
per annum/pa – in text, use the plain language 'a year' or 'each year' not 'per annum' or 'per year'. However, 'pa' may be used in tables or where space is limited, provided you explain it in full below.
percent – one word.
pandemic – use to denote a global problem (epidemic used to denote local problem).
peacekeeping – no hyphen.
percentage
peri-urban
plus-minus – do not use±.
police – use instead of policeman, policewoman or cop.
point-blank
post-apartheid
public service – use instead of civil service. The Public Service (uppercase).
practice (noun) – practise (verb).
President versus **president** – President Thabo Mbeki, but the president (lower case) of a company.
principal versus **principle** – use principal instead of headmaster/headmistress. 'Principle' means a moral guideline or fundamental truth.
private sector – two words.
prizewinner – one word.
programme (British) versus **program (US)** – use programme.
public sector, public-sector debt.
publications' names – itals e.g. *Vuk'uzenzele, South Africa Yearbook*, etc.

Q

quatercentenary – 400th anniversary. No 'r' between qua and tercentenary.
quite/quiet – 'quite' is used as an adverb meaning 'very' or 'fairly'. 'Quiet' means silent
– 'she is quite a quiet person'.

R

R500 (no space).
recently – to be used instead of 'yesterday' or 'last week', depending on the degree of
urgency.
renaissance – only capitalise if used with 'The'.
ringleader
role–player
to roll out – (verb).
roll–out (noun).

S

schoolteacher/schoolmaster/schoolchildren/schoolboy/schoolgirl - one word.
Secretary–General
service–providers – hyphen.
small, medium and micro enterprise (SMME)
South Africa Yearbook – not African.
southern Africa
southern hemisphere – (lower-case initials).
spokesperson – gender-friendly, use instead of spokesman.
stakeholders
State versus **state** – with caps when referring to an organised political community under
one government or belonging to or in the interest of. Examples: 'The building belongs to
the State, but state visit, state-owned'.
stationary (standing still) versus **stationery** (writing material).
stock–breeders
subtropical
subprogramme
sugar cane
supersede – not supercede.

10–year, but 10 years.

taxpayers – one word.

technikons (now universities of technology).

that versus **which** – use 'that' to introduce a defining clause: 'This is the house that Jack built'. Use 'which' to introduce a qualifying clause: 'this house, which was built by Jack, is up for sale'. A general rule is: where a phrase can be put in parenthesis or between commas, it is introduced by 'which'.

The Presidency – upper-case initials.

there/their – 'there' is an adverb meaning 'in', 'at' or 'to that place'; 'their' means 'belonging to them'.

time frames – two words.

Third World – upper-case initials.

till versus **until** – avoid using 'till' as a substitute for 'until'.

to/too – 'too' is an adverb meaning 'also' or 'excessively'. 'To' is a preposition used to introduce a noun.

tons e.g. 40 t.

too, to – 'too' means 'also' or 'excessive', whereas 'to' is used to indicate direction or with a verb, example: 'I would like to go to the party too'.

to turn around (verb).

turnaround (noun).

two–thirds – (hyphenated fractions).

U

ubuntu – (Nguni) or botho (Sotho) – means humanity.

underprivileged – no hyphen.

underqualified – no hyphen.

under–resourced – with hyphen.

underserviced

underway

up–to–date

upside down – not hyphenated.

US adjective e.g. US trooper.

USA (United States of America) – noun.

V

very – has been so overworked it often weakens the strength of the sentence rather than increasing it. It is often better left out.

voters' roll – apostrophe.

W

website – one word.

webmaster – one word.

well–being

well–established

well–known (adjective). Well known (adverb).

whether/weather – 'whether' is a conjunction which introduces the first or both of alternative possibilities – 'I do not know whether they have arrived or (whether) they have not'. 'Weather' is the state of the atmosphere - sunny, cloudy, windy, cold etc.

whether/if – 'whether' is explained above; 'if' introduces a condition 'If you do your homework, you can watch TV'.

while/whilst – 'while' indicates a period of time - 'while I was away…'; 'whilst' is a conjunction meaning 'at the same time as …' . – 'whilst I was eating, he was smoking'.

white people/whites – lower-case initials.

will versus shall – 'will' and 'shall' are used with the infinitive form of the verb to indicate the future tense: example: 'she will go to Cape Town next week'. 'They will graduate next year'. 'Shall' indicates an obligation or promise. Example: 'he shall do the work (obligation); I shall ask him (promise).

winegrowers

winemaking

withhold

workforce

workplace

worldwide – no hyphen.

X

xenophobia

Xmas – do not use as an abbreviation for Christmas.

Y

years – (financial): 2004/05.

yesterday

yesteryear

yearbook
year-end
yellowwood
yield

Z

zero-sum
zookeeper
zoom lens

6: WORD LIST

6.1. WORDS OFTEN MISSPELLED

A

abovementioned
absolutely
accidentally
access
accommodation
acquaintance
acquainted
advice (noun) advise (verb)
affect
appearance
appropriate
archaeology
assess

B

battalion
beginning
belief – a firmly held/religious conviction
benefited
breathe

C

campaign
challenge
chauffeur
colossal
combating
complement (something that completes)
compliment (praise/free)
concomitant
conducive
connoisseur
conscientious
consciousness

consensus
co-operate
co-ordinate
copyright
cost-benefit
criticise

D

deceive
definite
definitely
dependent
descendant
develop
dietician
disappoint
dissatisfaction
dissipate
drunkenness
duel

E

ecstasy
effect
eligible
eliminate
embarrassment
enrol
enrolment
entrepreneur
exacerbate
exceed
existence

F

fiery
focuses
focusing
foreseeable

formerly
forthcoming
fulfil
full-time

G

goodwill
gynaecology

H

haemorrhage
helpline
honorary
homeopath
homogenous
humorous
hygiene
hypocrisy

I

immediately
inadvertent
inauguration
incidentally
independent
indigenous
inoculate
insistent
irresistible

J

jealous
judgment (legal)
judgement.

K

knowledgeable

L

lead (present tense)
led (past tense)
liaison
lifelong
life-size
lose
loose

M

marginalised
monetary
millennium
micro-enterprises

N

necessary
neglect

O

obvious
occasion
occurred
occurrence
online
organogram

P

palaeontology
parallel
Parliament
pastime
perpetrated
perseverance
personnel
playwright
possession

postgraduate
post-mortem
preceding
predominately
prejudice
principal (head of school or main element)
principle (a rule or belief governing one's behaviour)
privilege
proactive
professional
professor
programme
pronunciation
psychology
psychiatry
pursue

Q

quantify
quarrel
quarter-final
quartermaster
questionnaire
queue

R

racecourse
radioactive
ratepayer
recession
receipt
recommend
referred
renaissance
repetition
restaurateur
rhyme
rhythm
ridiculous

S

school-leaver
seize
seizure
semi-final
separate/separation
shepherd
sphere
siege
significant
similar
simile
specialise
stationary (not moving)
stationery (writing material)
subpoena
subsection
succeed
succession
superintendent
superior
supposedly

T

teamwork
threshold
toll-fee
toll plaza
toll road
too
truly
tyranny

U

undoubtedly
until
usually

V

victoriously
visitation
vociferous
voluminous

W

weird
withhold
workplace
workforce

Y

yearbook.

6.2 REDUNDANCIES

Stating the obvious	.... rather use
12 midnight	midnight
12 noon	noon
3 am in the morning	3 am
absolutely spectacular/phenomenal	spectacular/phenomenal
afforded the opportunity	given the opportunity
a great deal of	many, most or much
a number of	a few, some, many, or several
a person who is honest	an honest person
as a result of	because, because of, or since
as to whether	whether
a total of 14 birds	14 birds
at this point in time	at this point/now
biography of her life	biography
by means of	by
circle around	circle
close proximity	proximity
completely unanimous	unanimous
consensus of opinion	consensus
co-operate together	co-operate
each and every	each
enclosed herewith	enclosed
endeavour	try
enhancing	improving
end results	result
exactly the same	the same
final completion	completion
frank and honest exchange	frank exchange or honest exchange
free gift	gift
for the purpose of	for, to or of
he/she is a person who...	he/she
implementing	carrying out
important/basic essential	essentials
inception	start, beginning
incorrect	wrong
infrastructure	be specific in the context
in order to	to
in spite of the fact that	although

in the first place	first or firstly is preferable
in the event that	if
in the context of	about, for
in many cases	often
in spite of	despite, or although
job functions	job or functions
new innovations	innovations
month of June	June
one and the same	the same
participate	take part in
particular interest	interest
period of four days	four days
personally/I think/feel	think/feel
personal opinion	opinion
pertaining to	belonging to/relating to
puzzling in nature	puzzling
reasons why	reasons
reconstruct	rebuild
refer back	refer
relating to	about
repeat again	repeat
return again	return
revert back	revert
shorter/longer in length	shorten/longer
small/large in size	small/large
square/round/rectangular in shape	square/round/rectangular
summarise briefly	summarise
surrounded on all sides	surrounded
surrounding circumstances	circumstances
systematic	organised
the fact that	(delete entirely)
the future to come	the future
there is no doubt but that	no doubt
to a larger degree	largely
usual/habitual custom	custom
we are in receipt of	we have received

6.3. COMMON ABBREVIATIONS

AA	–	Affirmative Action
AA	–	Automobile Association
AA	–	Alcoholics Anonymous
AAA	–	Association of Advertising Agencies
AASRSOC	–	Asia-Africa Sub-Regional Organisation
ABC	–	Audit Bureau of Circulation/Agricultural Business Chamber
Abet	–	Adult Basic Education and Training
ACDP	–	African Christian Democratic Party
ACP	–	African, Caribbean and Pacific States
ACS	–	Agricultural Credit Scheme
Acsa	–	Airport Company of South Africa
AEC	–	African Economic Community
AFP	–	*Agence France-Presse*
AFU	–	Asset Forfeiture Unit
A-G	–	Attorney-General /Auditor-General
AGOA	–	African Growth and Opportunity Act
AIDS	–	Acquired Immune Deficiency Syndrome
ALSSA	–	Association of Law Societies of South Africa
AMPS	–	All Media Products Survey
ANC	–	African National Congress
ANCWL	–	African National Congress Women's League
ANCYL	–	African National Congress Youth League
AO	–	Accounting Officer
AP	–	Associated Press
Apla	–	Azanian People's Liberation Army
ARC	–	Agricultural Research Council
Armscor	–	Armaments Corporation of South Africa
ASD	–	Assistant Director
Asean	–	Association of South East Asian Nations
ASA	–	Advertising Standards Authority
AsgiSA	–	Accelerated and Shared Growth Initiative for South Africa
ATKV	–	Afrikaanse Taal- en Kultuurvereniging
ATNS	–	Air Traffic and Navigational Services Company
AU	–	African Union
Azapo	–	Azanian People's Organisation

B

BA	–	British Airways, Bachelor of Arts
BAC	–	Business Against Crime
BAS	–	Basic Accounting System
Basa	–	Business Arts South Africa
BBC	–	British Broadcasting Corporation
BBI	–	Black Business Initiative
BBC	–	Black Business Council
BCAWU	–	Building Construction and Allied Worker's Union
BCCSA	–	Broadcast Complaints Commission of South Africa
BCEA	–	Basic Conditions of Employment Act
BCM	–	Black Consciousness Movement
BEE	–	Black Economic Empowerment
BEEC	–	Black Economic Empowerment Commission
Bifsa	–	Building Industries Federation of South Africa
BLNS	–	Botswana, Lesotho, Namibia and Swaziland
BMF	–	Black Management Forum
BNC	–	Binational Commission
Brig	–	Brigadier

C

CAADP	–	Comprehensive African Agriculture Development Programme
CAF	–	Confederation of African Football
Capt.	–	Captain
Caricom	–	Caribbean Community
CBO	–	community-based organisation
CBPWP	–	Community-Based Public Works Programme
CBRTA	–	Cross-Boarder Road Transport Agency
CC	–	Constitutional Court/Competition Commission
CCMA	–	Commission for Conciliation, Mediation and Arbitration
CCTV	–	close-circuit television
CDA	–	Central Drug Authority
CDWs	–	Community Development Worker
CEDAW	–	United Nations Convention on the Elimination of All Forms of Discrimination Against Women
CEF	–	Central Energy Fund
CEO	–	Chief Executive Officer
CHE	–	Council of Higher Education
CHOGM	–	Commonwealth Heads of State and Government Meeting
CIO	–	Chief Information Officer

COO	–	Chief Operating Officer
CFO	–	Chief Financial Officer
CGE	–	Commission on Gender Equality
CGIC	–	Credit Guarantee Insurance Corporation
CISA	–	Consumer Institute of South Africa
Cites	–	Convention on International Trade In Endangered Species
CJS	–	criminal justice system
clr	–	councillor
Cmr	–	commissioner
CNN	–	Cable News Network
Col	–	Colonel
Contralesa	–	Congress of Traditional Leaders of South Africa
Cosab	–	Council of South African Banks
Cosafa	–	Confederation of South African Football Association
Cosas	–	Congress of South African Students
Cosatu	–	Congress of South African Trade Unions
CPA	–	Cotonou Partnership Agreement
CPF	–	Community Policing Forum
CPI	–	Consumer Price Index
CPO	–	Citizen Post Office
CPU	–	Child Protection Unit
CRLR	–	Commission on the Restitution of Land Rights
CSA	–	Communication Service Agency (GCIS)
CSBP	–	Centre for Small Business Promotion
CSG	–	Child Support Grant
CSIR	–	Council for Scientific and Industrial Research
CWC	–	Chemical Weapons Convention

D

DA	–	Democratic Alliance
DAC	–	Department of Arts and Culture
DBSA	–	Development Bank of Southern Africa
DC	–	Diplomatic Corps
DCEO	–	Deputy Chief Executive Officer
DCS	–	Department of Correctional Services
DCF	–	District Communicator's Forum
DD	–	Deputy Director
DEAT	–	Department of Environmental Affairs and Tourism
DFA	–	Department of Foreign affairs
DG	–	Director-General
Dir	–	Director/Directorate

125

Dissa	–	Disability Sport South Africa
DLA	–	Department of Land Affairs
DME	–	Department of Minerals and Energy
DoC	–	Department of Communications
DoD	–	Department of Defence
DoE	–	Department of Education
DoL	–	Department of Labour
DoH	–	Department of Health
DoT	–	Department of Transport
DPE	–	Department of Public Enterprises
DPSA	–	Department of Public Service and Administration
DRC	–	Democratic Republic of Congo
dplg (the)	–	Department of Provincial and Local Government
DWAF	–	Department of Water Affairs and Forestry

E

EAP	–	Employee Assistance Programme
EC	–	European Commission
ECD	–	Early Childhood Development
Ecosoc	–	Economic and Social Council (UN)
Ecowas	–	Economic Community of West African States
EFTA	–	European Free Trade Union
EIA	–	Environmental Impact Assessment
EIP	–	Environmental Implementation Plan
ENE	–	Estimates of National Expenditure
EPWP	–	Expanded Public Works Programme
ESI	–	Electricity Supply Industry
Eskom	–	Electricity Supply Commission
EU	–	European Union
EWT	–	Endangered Wildlife Trust

F

F	–	Fahrenheit
FAO	–	Food and Agriculture Organisation
Fawu	–	Food and Allied Workers' Union
FBI	–	Federal Bureau of Investigation
FBO	–	faith-based organisation
FCA	–	Foreign Correspondents' Association
FCI	–	Federated Chamber of Industries
FDI	–	Foreign Direct Investment

FIG	–	Foreign Investment Grant
Fedhasa	–	Federated Hospitality Association of South Africa
Fedusa	–	Federation of Unions of South Africa
Fedsal	–	Federation of South African Labour Unions
Fedshaw	–	Federation of South African Women
FET	–	Further Education and Training
FF+	–	Freedom Front Plus
FFC	–	Financial and Fiscal Commission
FIFA	–	*Federation Internationale de Football Association*
FRU	–	Film Resource Unit
FSB	–	Financial Services Board
FSI	–	Foreign Service Institute
FTA	–	Free Trade Agreement
FTFA	–	Food and Trees for Africa
FXI	–	Freedom of Expression Institute

G

GAP	–	Gender Advocacy Programme
GATT	–	General Agreement on Tariffs and Trade
GCC	–	Gulf Co-operation Council
GCIS	–	Government Communication and Information System
GCS	–	Government Communication Strategy
GCF	–	Government Communicators' Forum
GCP	–	Government Communication Programme
GDP	–	gross domestic product
GDS	–	Growth and Development Summit
GEPF	–	Government Employees' Pension Fund
GET	–	General Education and Training
GG	–	Government Garage
GIC	–	Government Information Centre
G&ML	–	Government and Media Liaison
GMT	–	Greenwhich Mean Time
GNP	–	gross national product
G-77	–	Group of 77
G8	–	Group of Eight

H

HITB	–	Hospitality Industries Training Board
HIV	–	Human Immunodeficiency Virus
HoC	–	Head of Communication
HoD	–	Head of Department
Hospersa	–	Hospital Personnel Association
HPCSA	–	Health Professions Council of South Africa
HR	–	human resource
HRD	–	human resource development
HRM	–	human resource management
HRC	–	Human Rights Commission
HSRC	–	Human Sciences Research Council

I

IAAF	–	International Amateur Athletics Federation
IAJ	–	Institute for the Advancement of Journalism
IBO	–	International Boxing Organisation
IBRD	–	International Bank for Reconstruction and Development
IBSA	–	India-Brazil-South Africa
Icasa	–	Independent Communications Authority of South Africa
ICC	–	International Chamber of Commerce
ICC	–	International Cricket Conference/Council
ICC	–	International Criminal Court
ICD	–	Independent Complaints Directorate
ICRC	–	International Committee of the Red Cross
ICT	–	information and communications technology
Idasa	–	Institute for Democracy in South Africa
IDB	–	Illicit Diamond Buying
IDC	–	Industrial Development Corporation
IDP	–	Integrated Development Plan
IDT	–	Independent Development Trust
IDZs	–	industrial development zones
IEC	–	Independent Electoral Commission
IFP	–	Inkatha Freedom Party
ILO	–	International Labour Organisation
IMC	–	International Marketing Council
IMF	–	International Monetary Fund
IMR	–	Institute for Medical Research
Interpol	–	International Criminal Police Commission
IOC	–	International Olympic Committee

IOL	–	Independent Online
IOR-ARC	–	Indian Ocean Rim Association for Regional Co-operation
IPO	–	Initial Public Offering
ISBN	–	International Standard Book Number
ISRDP	–	Integrated Sustainable Rural Development Programme
ISO	–	International Standard Organisation
ISP	–	Internet Service-Provider
ISSN	–	International Standard Serial Number
IT	–	information technology
ITU	–	International Telecommunications Union

J

JBC	–	Joint Bilateral Commission
JCPS Cluster	–	Justice, Crime Prevention and Security Cluster
JSC	–	Judicial Service Commission

K

| KNP | – | Kruger National Park |
| KZN | – | KwaZulu-Natal |

L

LED	–	Local Economic Development
LCC	–	Land Claims Court
LHR	–	Lawyers for Human Rights
LHWP	–	Lesotho Highlands Water Projects
Liasa	–	Library and Information Association of South Africa
LLIM	–	Local Liaison and Information Management
LRA	–	Labour Relation Act
LRC	–	Legal Resource Centre
LSM	–	Living Standards Measure

M

MBA	–	Master of Business Administration
MCC	–	Medicines Control Council
MDB	–	Municipal Demarcation Board
MD	–	Managing Director
MDDA	–	Media Development and Diversity Agency
MEC	–	Member of Executive Council

Mercosur   –   Southern Common Market
MFRC   –   Micro Finance Regulatory Council
MinMec   –   Minister and Members of the Executive Council
Misa   –   Media Association of Southern Africa
MISS   –   Minimum Information Security Standards
MK   –   Umkhonto weSizwe
MLC   –   Metropolitan Local Council
MLO   –   Ministerial Liaison Officer
MoU   –   memorandum of understanding
MP   –   Member of Parliament
MP   –   Military Police
MPCC   –   multi-purpose community centre (now Thusong Service Centres)
MRC   –   Medical Research Council
MRM   –   Moral Regeneration Movement
MTEF   –   Medium Term Expenditure Framework

N

NA   –   National Assembly
Nactu   –   National Council of Trade Unions
Nafcoc   –   National African Federated Chamber of Commerce
Nafu   –   National African Farmer's Union
Nam   –   Non-Aligned Movement
Namac   –   National Agricultural Marketing Council
Nampo   –   National Maize Producer's Organisation
Napwa   –   National Association of People Living with HIV/AIDS
Nasa   –   National Aeronautics and Space Administration (USA)
Nasasa   –   National Stokvels Association of South Africa
Nasrec   –   National Sports, Recreation and Exhibition Centre
Natis   –   National Traffic Information System
Nato   –   North Atlantic Treaty Organisation
NBI   –   National Botanical Institute
NCACC   –   National Conventional Arms Control Committee
NCOP   –   National Council of Provinces
NCPS   –   National Crime Prevention Strategy
NCRF   –   National Community Radio Forum
NDA   –   National Development Agency
NEC   –   National Executive Committee
Nedlac   –   National Economic Development and Labour Council
NEF   –   National Empowerment Fund
Nehawu   –   National, Education, Health and Allied Workers' Union
Nepad   –   New Partnership for Africa's Development

NER	–	National Electricity Regulator
NGO	–	non-governmental organisation
NHBRC	–	National Home-Builder's Registration Council
NHFC	–	National Housing Finance Corporation
NIA	–	National Intelligence Agency
Nicoc	–	National Intelligence Co-ordinating Committee
Nicro	–	National Institute for Crime Prevention and Rehabilitation of Offenders
NIPILAR	–	National Institute for Public Interest Law and Research
NNP	–	New National Party
Nocsa	–	National Olympic Committee of South Africa
Nosa	–	National Occupational Safety Association
NPA	–	National Ports Authority/National Prosecuting Authority (of South Africa)
NPI	–	National Productivity Institute
NPO	–	non-profit organisation
NPU	–	Newspaper Press Union
NQF	–	National Qualifications Framework
NRF	–	National Research Foundation
NRSC	–	National Road Safety Council
NSRI	–	National Sea Rescue Institute
NTP	–	National Training Programme
NUF	–	National Union of Farmworkers
NUM	–	National Union of Mineworkers
Numsa	–	National Union of Metal Workers of South Africa
Nurcha	–	National Urban Reconstruction and Housing Agency
NFVF	–	National Film and Video Foundation
NYC	–	National Youth Commission
NYS	–	National Youth Service

O

OAU	–	Organisation of African Unity
OBE	–	outcomes-based education
Opec	–	Organisation of Petroleum Exporting Countries
OSEO	–	Office for Serious Economic Offences

P

PAC	–	Pan Africanist Congress
PanSALB	–	Pan South African Language Board
PAP	–	Pan-African Parliament

PAYE	–	pay-as-you-earn (income tax)
PCAS	–	Policy Co-ordination and Advisory Services (in The Presidency)
PCC	–	Presidential Co-ordinating Council
PDI	–	previously disadvantaged individual
PEC	–	Provincial Executive Committee
PCF	–	Provincial Communication Forum
PFMA	–	Public Finance Management Act
PGA	–	Parliamentary Gallery Association
PGMs	–	platinum-group metals
PHC	–	primary healthcare
Phd	–	Doctor of Philosophy
PMS	–	Performance Management System
PMTCT	–	prevention of mother-to-child transmission
Popcru	–	Police and Prisons Civil Rights Union
Potwa	–	Post and Telecommunications Union
Powa	–	People Opposed to Women Abuse
PPC	–	Presidential Press Corps
Prisa	–	Public Relations Institute of South Africa
Prof.	–	Professor (note full stop)
PSA	–	Public Servants' Association/Public Service Announcement
PSC	–	Peace and Security Council (AU)
PSSA	–	Pharmaceutical Society of South Africa
PTA	–	Parent-Teachers' Association

R

RAF	–	Road Accident Fund
RECs	–	regional economic communities
Rev	–	Reverend
RDC	–	Regional District Council
RDP	–	Reconstruction and Development Programme
RRU	–	Rapid Response Unit
RTMC	–	Road Traffic Management Corporation

S

SAA	–	South African Airways
SAAO	–	South African Astronomical Observatory
SAAU	–	South African Agricultural Union
SABC	–	South African Broadcasting Corporation
SABS	–	South African Bureau of Standards
Sabtaco	–	South African Black Technical and Allied Careers Organisation
SACAA	–	South African Civil Aviation Authority
SACC	–	South African Council of Churches
SACE	–	South African Council of Educators
Sacob	–	South African Council of Business
SACP	–	South African Communist Party
Sactwu	–	Southern African Clothing and Textile Workers' Union
Sacu	–	South African Customs Union
SADC	–	Southern African Development Community
Sadtu	–	South African Democratic Teacher's Association
Safa	–	South African Football Association
Safcol	–	South African Forestry Company Limited
SAGDA	–	South African Graduate Development Association
SAGNC	–	South African Geographical Names Council
SAHRC	–	South African Human Rights Commission
Salga	–	South African Local Government Association
Salt	–	Southern African Large Telescope
SALRC	–	South African Law Reform Commission
Sama	–	South African Medical Association
Samdi	–	South African Management and Development Institute
Samsa	–	South African Medical Schemes Association/ South African Maritime Safety Authority
Sanap	–	South African National Antarctic Programme
SANC	–	South African Nursing Council
Sanco	–	South African National Civics Organisation
SANDF	–	South African National Defence Force
Sanef	–	South African National Editors' Forum
SANParks	–	South African National Parks
Sanral	–	South African National Roads Agency Limited
Sanrec	–	South African National Recreation Council
Santaco	–	South African National Taxi Council
Sapa	–	South African Press Association
SAPP	–	Southern African Power Pool
SAPOHR	–	South African Prisoners' Organisation for Human Rights

133

SAPS	–	South African Police Service
Sapu	–	South African Police Union
SAQA	–	South African Qualification Authority
SARB	–	South African Reserve Bank
SARCC	–	South African Rail Commuters' Corporation
Sarfu	–	South African Rugby Football Union
SARPCCO	–	Southern African Regional Police Chiefs Co-operation Organisation
SARS	–	South African Revenue Service
SAS	–	South African Ship
Sasco	–	South African Students' Congress
Saspu	–	South African Students' Union
SASC	–	South African Sports Commission
SASS	–	South African Secret Service
Sati	–	South African Translators' Institute
Sasar	–	South African Search and Rescue Organisation
SA Tourism	–	South African Tourism
SAUJ	–	South African Union of Journalists
Sawen	–	South African Woman Entrepreneurs' Network
SDI	–	Spatial Development Initiative
Seta	–	Sector Education and Training Authority
SFF	–	Strategic Fuel Fund
SIPP	–	special integrated presidential project
Sita	–	State Information Technology Agency
Site	–	Standard Income Tax on Employees
SMMEs	–	small, medium, and micro enterprises
SoE	–	state-owned enterprise
SoNA	–	State of the Nation Address
Soweto	–	South Western Township
SPCA	–	Society for the Prevention of Cruelty to Animals
SRSA	–	Sports and Recreation South Africa
S&T	–	science and technology
STDs	–	sexually transmitted diseases
STIs	–	sexual transmitted infections

T

TB	–	tuberculosis
TDCA	–	Trade and Development Co-operation Agreement
Tefsa	–	Tertiary Education Fund of South Africa
Thrip	–	Technology and Human Resource for Industry Programme
TFCA	–	Transfrontier Conservation Area

Ticad	–	Tokyo International Conference on African Development
TKC	–	Trans-Kalahari Corridor
Tisa	–	Trade and Investment South Africa
TRC	–	Truth and Reconciliation Commission
Twib	–	Technology for Women in Business

U

UCB	–	United Cricket Board
UCDP	–	United Christian Democratic Party
UDM	–	United Democratic Movement
UK	–	United Kingdom (England, Wales, Scotland, and Northern Island)
UN	–	United Nations
Unctad	–	United Nations Conference on Trade and Development
UNDP	–	United Nations Development Programme
Unep	–	United Nations Environment Programme
Unesco	–	United Nations Educational, Scientific and Cultural Organisation
Unido	–	United Nations Industrial Development Organisation
UNFPA	–	United Nations Population Fund for Population Activities
Unga	–	United Nations General Assembly
UNHCR	–	United Nations Higher Commissioner for Refugees
Unicef	–	United Nations Children's Fund
Unifem	–	United Nations Development Fund for Women
Unisa	–	University of South Africa
UNSC	–	United Nations Security Council
Unita	–	National Union for the Total Independence of Angola
URL	–	Uniform Resource Locator
URP	–	Urban Renewal Programme
USA	–	United States of America
USAID	–	United States Agency for International Development

V

VAT	–	value-added tax
VEP	–	Victim Empowerment Programme
VIP	–	Very Important Person

W

Wan	–	wide area network
WEF	–	World Economic Forum
WHO	–	World Health Organisation

WHP   –   Women's Health Project
WID   –   Women in Development
Wims   –   Ward Information Management System
WRC   –   Water Research Commission
WSIS   –   World Summit on the Information Society
WSSD   –   World Summit on Sustainable Development
WTO   –   World Trade Organisation
WWF   –   Worldwide Fund for Nature

The Government Communicators' Handbook is published by
Government Communications (GCIS)

HOW TO CONTACT US:

Private Bag X745   Cnr Prinsloo and Vermeulen streets
Pretoria   Midtown Building
0001   Pretoria

Tel: (012) 314 2911
Fax: (012) 325 3831
Website: *www.gcis.gov.za*

GOVERNMENT COMMUNICATORS' HANDBOOK

**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA