

WE ARE WOMEN FROM EVERY PART OF SOUTH AFRICA
WE ARE WOMEN OF EVERY RACE
WE COME
FROM
THE CITIES AND THE TOWNS
AND
FROM
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

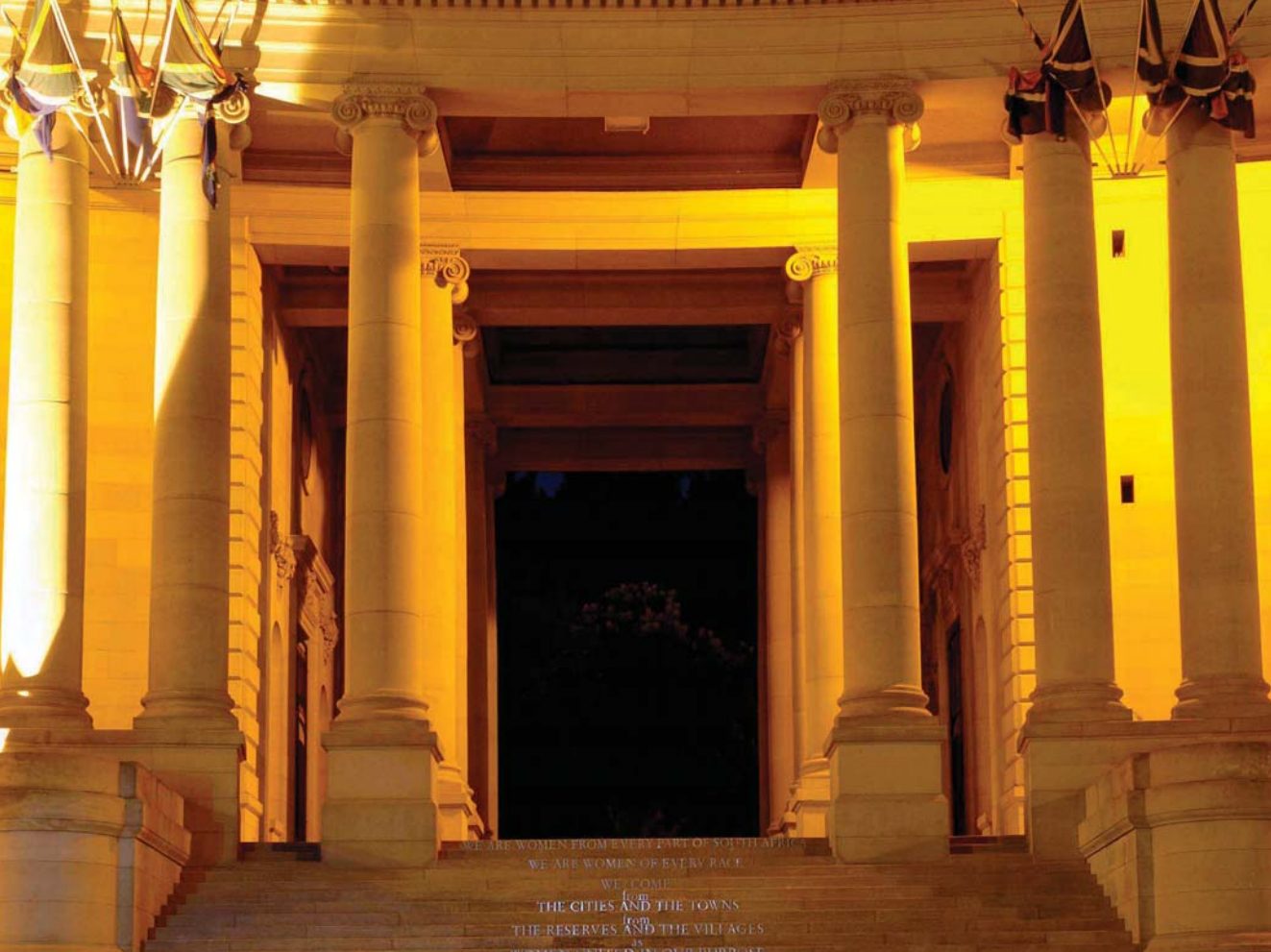
WE SHALL NOT REST
until
WE HAVE WON FOR OUR CHILDREN

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

1.	Introduction	2
2.	The 10 basic principles of government communication	3
3.	Government communication in context	5
4.	Government communication as a co-ordinated function	6
5.	Government Communication Strategy	10
	5.1 Generic framework for developing a communication strategy	12
	5.2 Guidelines for developing key messages	15
	5.3 Guidelines for putting together a communication strategy	16
6.	Politics and the communicator	17
	6.1 Guidelines on government communication during an election period	17
	6.2 Understanding government policy	19
	6.3 Communication and environmental scanning	19
7.	Dealing with the media	21
	7.1 Media perceptions audit of government communication	21
	7.2 What a communicator must do	22
	7.3 Media statements, advisories and fact sheets	23
	7.4 Message presentation strategies	25
	7.5 Handling a media crisis	25
	7.6 More options	25
	7.7 Techniques: How to handle an interview	30
8.	BuaNews	32
9.	Media monitoring and rapid response	33
10.	Unmediated communication	34
	10.1 Development communication and imbizo	34
	10.2 <i>Imbizo Manual</i>	38
11.	Towards a communication system at local government	48
12.	The integrated marketing communication value chain for government campaigns	53
13.	Campaign development and management	77
14.	Internal Communication	80
15.	New media and information technology	83
16.	<i>Editorial Style Guide</i>	86

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

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.

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.