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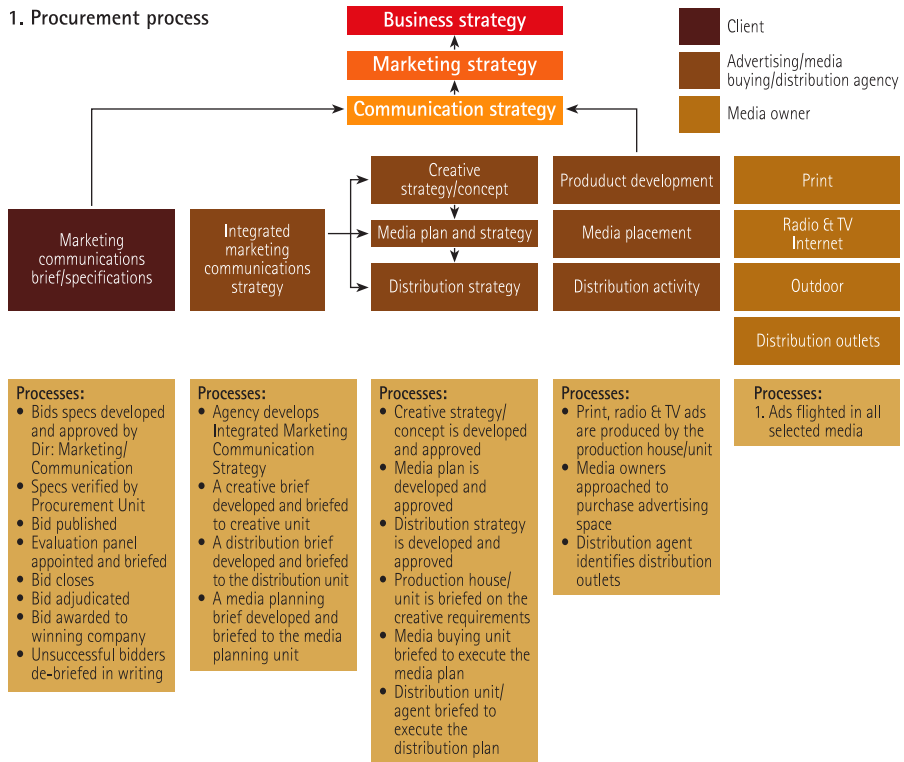
Policy
- It is difficult to sustain a change in an individual's behaviour if the environment does not support that change. This usually necessitates a change in government policy to support the social marketing programme.

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		■ Client
	Marketing strategy		■ Advertising/media buying/distribution agency
	Communication strategy		■ Media owner

Marketing communications brief/specifications	Integrated marketing communications strategy	Creative strategy/concept	Produduct development	Print
		Media plan and strategy	Media placement	Radio & TV Internet
		Distribution strategy	Distribution activity	Outdoor
				Distribution outlets

Processes:	Processes:	Processes:	Processes:	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	• 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	• 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	• Print, radio & TV ads are produced by the production house/unit • Media owners approached to purchase advertising space • Distribution agent identifies distribution outlets	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.
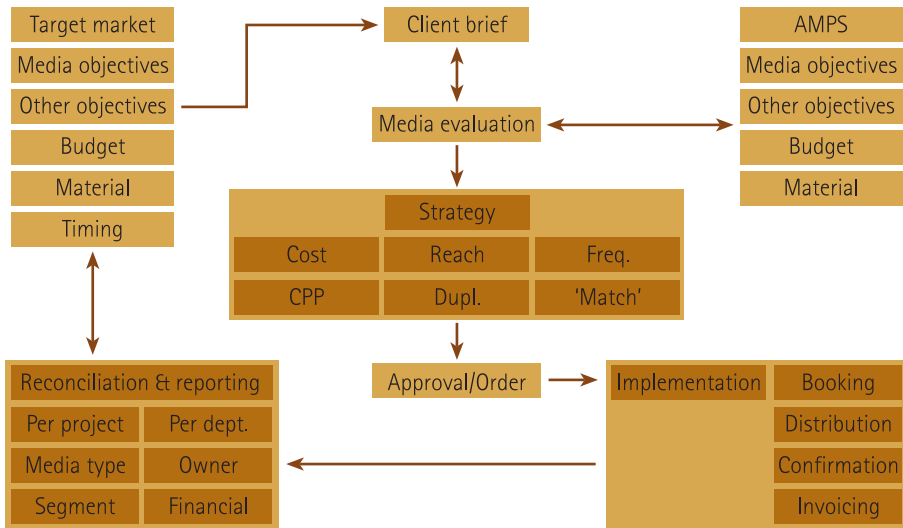
3.3.2.3.   How to develop a media strategy and plan
Media planning has changed over the past few years. There are many factors which have contributed to this change, namely:
- The communication environment is changing and the masses are breaking up into smaller groups with common needs. Communicators 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)

```
[                                                            ]
```

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

```
[                                                            ]
```

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

```
[                                                            ]
```

OUTDOOR: (size and colour)

```
[                                                            ]
```

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

```
[                                                            ]
```

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

13

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

2.1 It 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:
o define the problem/broad description of what the campaign is all about
o the objectives
o main tasks to be executed, output, and timelines or target delivery date
o the budget determination
o project risks and constraints
o project 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.
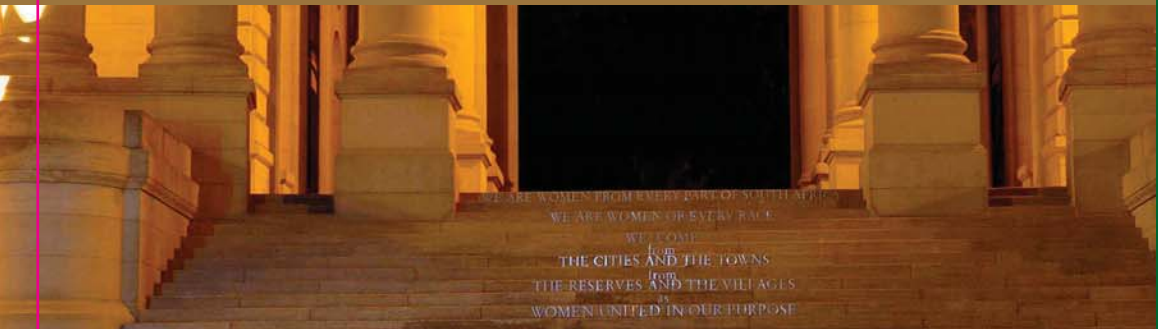
INTERNAL
COMMUNICATION

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.

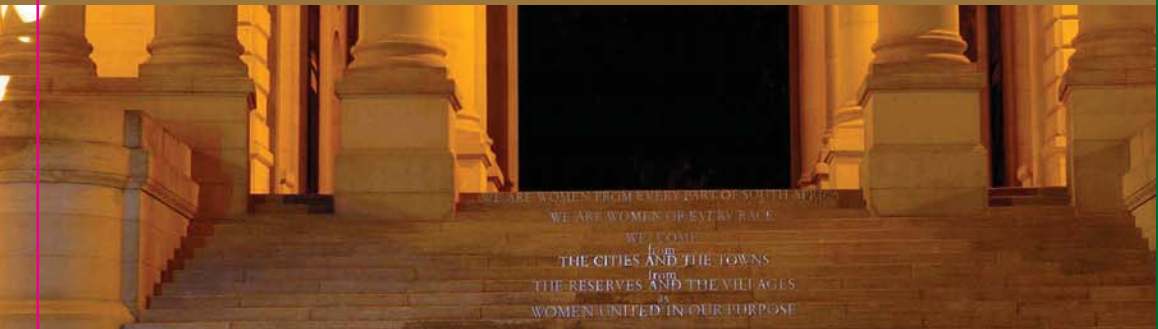**3. CORE FUNCTIONS OF INTERNAL COMMUNICATION UNITS IN DEPARTMENTS**

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

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