

9. KEY PERFORMANCE AREAS – GOVERNMENT COMMUNICATORS

9.1 The generic KPAs of the HoCs

- The HoCs (preferably at the level of a Chief Director or any level above – Cabinet Memo 8: 1998).
- Functions of HoCs – (As approved by Cabinet – Cabinet Memo 16: 2000).

Ensure that communities have access to strategic information on:

- A HoC is a proactive, self-starting professional who advances communications advice to senior managers and ministers.

Cabinet Memorandum 8 of 1998 describes the generic functions to be performed by a HoC:.

The following proposal seeks to enrich the above list. In particular, it aims to ensure that communicators fulfil their obligations towards the coordination of government-wide communications and thus adhere to mechanisms that have been established to fulfil this objective.

HoCs and Ministerial Liaison Officers (MLOs) should attend strategic meetings and are as such expected to contribute and participate fully and provide strategic advice and guidance on communication issues.

Scope of duties/responsibilities

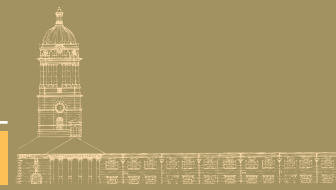
The primary responsibility of the HoC is to provide strategic communications planning and advice on communications, advertising and public relations matters, including social marketing, to the Minister, Deputy Minister and senior management team of the department.

As a member of the senior management team, the HoC identifies public and departmental issues and provides issues management, advice and support, including crisis management. Additionally, HoCs attend strategic meetings of government and are as such expected to contribute and participate fully and provide strategic advice and guidance.

As a senior communications professional, the HoC also provides internal communications advice to senior management and shares responsibility with them for internal communication efforts.

The HoCs shall -

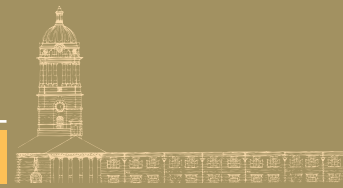
- a. submit, to the GCIS, departmental communication strategies and programmes that are developed in line with the overall government communication strategy within two weeks of Cabinet approval.



- b. participate at all times in the following structures and contribute to their success:
 - Communication clusters
 - GCF
 - Communication planning meetings
 - Training fora
 - Government communicators' web-page
 - Submission of news releases and diary information to SAnews Agency and Newsfiles
 - Development of communication strategies for department and clusters.
- c. ensure quality of the work of the MLO, with specific reference to the following:
 - Responsiveness to media enquiries, i.e. respond to all enquiries and issue media statements, opinion pieces and feature articles.
 - Maintain a healthy relationship with the media, including the Press Gallery Association.
 - Develop deliberate strategies to keep the foreign press corps informed of the department's work and approaches to issues.
 - Ensure that there are clear plans for each campaign and that such are linked to the Government Communications Strategy.
 - Ensure professional and strategic presentations for media briefing weeks.
 - Contribute to Cabinet memoranda, in particular the item on communications implications.
 - Communicate with the GCIS plans and outcomes of exchange programmes with other countries.
 - Improve proficiency and maintain quality standards in so far as adhering to the basic fundamentals of communications management, such as:
 - i. participation in the bulk-buying initiatives for government through the GCIS.
 - ii. ensure strategic planning around main communications events such as budget vote; national and international day; any other main campaigns and events aligned to the department;
 - iii. proactive communication activities for the Minister and department;
 - iv. ensuring cost-effectiveness in the use of resources;
 - v. strategic management, monitoring and evaluation of campaigns;
 - vi. managing the distribution of publications and materials to reach target audiences, including through the Information Resource Centre, Government Information Centres and TSCs; and
 - vii. building capacity for the communication division by implementing training programmes.

Generic KPAs:

In consultation with government communicators, the GCIS has developed a framework for a more effective role in order to enhance coordination and integration of government communications. The central element of this



is a set of generic KPAs. The GCIS proposes the following generic KPAs that would be incorporated into the performance agreements or contracts of government communicators.

9.2 The generic KPAs of the MLOs

The following KPAs have been developed as guidelines for the work of MLOs and could serve as points of reference for assessments of MLOs. It is critical to note there may be areas that are peculiar to particular environments of different MLOs that may not have been catered for in this document. As such these KPAs should be treated as guidelines and adapted according to different environments.

In carrying out his/her functions, the MLO shall operate as part of the overall communications team in the department and Ministry supervised by/in consultation with the HoC and Head of Ministerial office.

The MLO is expected to perform the following functions:

a. Contribute to the development of an integrated communication strategy and plan

- The MLO is expected to work together with the rest of the department's communications team:
- The communication plan of both the Minister and the department should form part of the department's communication strategy.
- The MLO should involve the rest of the communications team when planning the Minister's programme.
- The HoC should be kept informed about all developments related to ministerial liaison functions of the department.

b. Support to the Minister

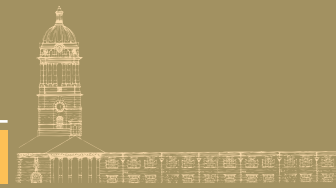
The MLO is expected to support the Ministry in all communication related activities and functions. These include:

- Organising/managing/facilitating media conferences in line with the communication strategy.
- Organising interviews and information sessions.
- Writing articles, opinion pieces, briefing/speech notes and letters to the editor.
- Organising other communication opportunities for the Ministry e.g. Imbizo, outreach programmes, etc.
- Communicating the implementation of public commitments made by the Minister.

c. Ministerial and departmental media liaison functions

In order to effectively communicate the policies and programmes of the department, for which the Minister represents, the MLO needs to perform the following functions:

- Participate in the development of the departmental and ministerial media strategy.
- Developing and disseminating media statements.



- Preparing media packages for media conferences.
- Arranging interviews with the media.
- Working with the communications team to develop responses to media queries.
- Frequently hosting the media to extend relations and make them aware of the government environment.
- Visiting the media houses to extend relations and learn about their environment.
- Interacting with and briefing media based in Parliament on issues raised by the Minister during parliamentary sessions.
- Participating in the development of responses to parliamentary questions-written or oral.
- Involvement in the development of departmental and cluster communication strategies.
- Involvement in the drafting of key messages on matters going to Cabinet.
- Involvement in organising media briefings by the Minister, DG or senior managers on specified topics/issues.
- Ensure the Minister is well briefed for all public engagements.

d. Media monitoring, analysis and rapid response.

The MLO needs to do daily media monitoring and analysis in order to respond intelligently and rapidly to issues that affect the Minister and department.

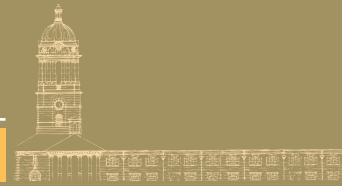
This would include:

- Monitoring media reports on both print and electronic media and scanning the communication environment.
- Analysis of the information gathered through the process stipulated above.
- Responding rapidly to issues raised in the media, where appropriate in consultation with the GCIS/CRC Rapid Response Unit.

e. Calendar Management

The MLO needs to be involved in managing the calendar of the Ministry in order to ensure effective communication work. This would require:

- Participation in determining the Minister's calendar to maximise communication opportunities.
- Ensuring there are communication plans for the Minister's key events.
- Coordinating and managing the Minister's interaction with the media and public.
- Involvement in making input into the government calendar of events to ensure coordination of such events and avoid duplication.



f. Parliamentary media briefings

The MLO needs to regularly arrange media briefings in order to deepen media and public understanding of the policies and programmes of government. This would include:

- Involvement in the preparation of the Minister's cluster presentation for media briefings.
- Amplifying messages that emerge from post-Cabinet briefings as and when required.

g. Participation in forums of collective planning around communication and media issues

The MLO is required to actively participate in forums aimed at collective planning of government communication.

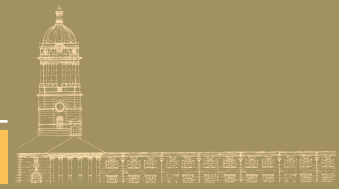
- This would include participation in forums aimed at collective planning of government communication such as the MLO Forum and GCF.

h. In other forums the MLO will be represented by the HoC and in case that he/she is unable to attend, the MLO could attend.

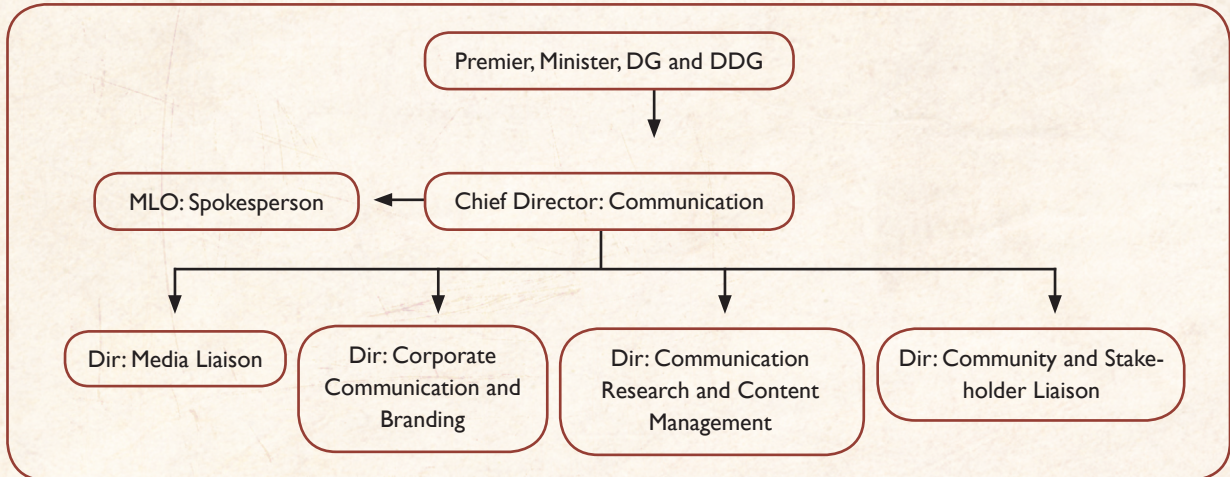
In some cases the HoC can decide on a dual representation, which means that both the HoC and the MLO will attend. These are:

- Communication clusters
- Participation at Pre-Cabinet meetings
- Participation in GCIS Rapid Response Teleconferences when requested to do so.

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The structure can be adapted to fit the responsibilities of a particular department. What cuts across is that the level of HoCs should not be below that of Chief Director.



Pending the size of the department and the amount of its work, the department can assess which of the key activities are important. Based on that assessment, a decision could be made whether to have all the functions or merge them according to the department's needs and affordability.