CONTENTS

A. INTRODUCTION

1. EDITORIAL **1**

2. PREFACE **2**

3. ABOUT THE GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM (GCIS) **3**
- 3.1 Background 3
- 3.2 The GCIS 3
- 3.3 GCIS Strategic Support 3

4. GOVERNMENT COMMUNICATIONS IN CONTEXT **9**
- 4.1 Government communications 9

5. STRATEGISING FOR COMMUNICATION **14**
- 5.1 Guidelines on developing a communication strategy 14
- 5.2 Why strategise for communication? 14
- 5.3 Communication strategy outline 14

6. ENHANCING THE EFFECTIVENESS OF GOVERNMENT-WIDE COMMUNICATION
- 6.1 Performance Scorecard for government communicators 28

7. COMMUNICATION PROTOCOL AND THE PRINCIPLES OF COMMUNICATION **34**
- 7.1 Coordination and protocol 34
- 7.2 The 10 basic principles of government communications 35

8. COMMUNICATION RESEARCH
- 8.1 Approaches to research 39
- 8.2 Data analysis 40
- 8.3 Content analysis 41
- 8.4 Research tips 42
- 8.5 Elements for research specifications/terms of reference 42

CONTENTS

9. KEY PERFORMANCE AREAS – GOVERNMENT COMMUNICATORS **43**
- 9.1 The Generic KPAs of the HoCs 43
- 9.2 The Generic KPAs of the MLOs

10. MEDIA ENGAGEMENT **49**
- 10.1 Rapid response in government communications 49
- 10.2 Dealing with the media 50
- 10.3 A guide to media and communication engagement 55
- 10.4 Message presentation strategies 56
- 10.5 Other options to respond 57

11. PUBLICATIONS
- 11.1 Official publications deposit and publication reference numbers 62
- 11.2 Publication strategy 62
- 11.3 Publication on the Internet 63
- 11.4 Communicators' web 63
- 11.5 SAnews agency 63
- 11.6 *Vuk'uzenzele* 64
- 11.7 *Public Sector Manager* 65
- 11.8 *Govcomms* 65
- 11.9 *South Africa Yearbook* 66

12. DEVELOPMENT COMMUNICATION **67**
- 12.1 Characteristics of a development-communication approach 67
- 12.2 Examples of a development-communication approach 68
- 12.3 Guidelines for effective scribing during a public participation event 74
- 12.4 GCIS's distribution network 75
- 12.5 Case studies 76

13. INTERNAL COMMUNICATION IN THE PUBLIC SERVICE **79**
- 13.1 Why internal communication in the Public Service/government? 79
- 13.2 Strategic internal communication 80
- 13.3 Principles of internal communication 81
- 13.4 Why will employees benefit from internal communication? 83
- 13.5 Current status of internal communication in government 84
- 13.6 Planning of internal communication 86

CONTENTS

14. CAMPAIGN DEVELOPMENT AND MANAGEMENT **90**
- 14.1 What is a communication campaign? 90
- 14.2 Campaign development 90
- 14.3 Elements of a successful campaign 95
- 14.4 Getting assistance for your project from the GCIS 96

15. EVENT-MANAGEMENT GUIDELINES **98**
- 15.1 Introduction 98
- 15.2 Types of events 98
- 15.3 General event planning checklist 99
- 15.4 Key questions 103

16. DEVELOPING AND MAINTAINING A GOVERNMENT WEBSITE **106**
- 16.1 Introduction 106
- 16.2 Steps in developing or revamping a website 106
- 16.3 Best-practice guidelines for quality government websites 109
- 16.4 Managing the website 114
- 16.5 Maintaining the website 115

17. GOVERNMENT SPEAKING IN ONE VOICE **117**
- 17.1 Achieving one voice for government 117
- 17.2 A communication strategy 117
- 17.3 Key messages 118

18. COMMUNICATION GUIDELINES DURING AN ELECTION PERIOD **123**
- 18.1 Background 123
- 18.2 Introduction 123
- 18.3 Scope of application 124
- 18.4 An election period 124
- 18.5 Legislative and constitutional rights and obligations 124
- 18.6 The work of goverment continues 125
- 18.7 Unlawful usage of state resources is prohibited during an election period 127
- 18.8 General principles for public servants 127

CONTENTS

19. COMMUNICATION TOOLKIT **128**

19.1 Background 130
19.2 Introduction 130
19.3 Communication campaigns/programmes/projects/activities 130
19.4 Toolkit 131
19.5 The aim of the toolkit 131
19.6 Basis of information 131
19.7 What is in the toolkit 131
19.8 Types of material that form the toolkit 131
19.9 Timelines 132
19.10 Rules of the communication 132

20. COMMUNICATION CLUSTER SYSTEM **128**

20.1 Communication clusters 133
20.2 Background to the cluster approach 133
20.3 The main purpose of the cluster system 133
20.4 Communication clusters coordinated by the GCIS 134
20.5 Role of cluster supervisors 134
20.6 Role of the cluster coordinator 134

21. COORDINATION AND PLANNING STRUCTURES **141**

21.1 Coordination through the GCIS 141
21.2 Importance of forums 141
21.3 Induction of communicators 142
21.4 Government Communicators' Forum 142
21.5 Communication planning meetings 142
21.6 Internal Communicators' Forum 142
21.7 Provincial HoCs meeting with the GCIS Exco 143
21.8 Induction of communicators 143

22. SOCIAL MEDIA GUIDELINES **144**

22.1 Background 144
22.2 Purpose 144
22.3 Scope 146
22.4 General guidelines 146
22.5 Social media guidelines for official government communication 147

23. MEDIA BUYING **148**
23.1 Bulk buying and outsourcing 148

24. CRISIS COMMUNICATION **149**
24.1 Summary 149
24.2 Background 149
24.3 Crisis versus Emergency 150
24.4 Crisis defined 150
24.5 Emergency defined 150
24.6 What causes a crisis? 150
24.7 Crisis situation 150
24.8 Types of crisis 151
24.9 Five steps to an effective crisis communication plan 152
24.10 Some myths about crisis communications 152
24.11 Crisis communications – Get it right the first time 153
24.12 Leadership during times of crises 153
24.13 The golden hour 154
24.14 During a crisis 154
24.15 Purpose of the crisis communication plan 155
24.16 Objectives of the crisis communication plan 155
24.17 The role of communication in a crisis 155
24.18 Crisis communication team 156
24.19 Conclusion 157