

# GovComms

A newsletter for government and public sector communicators

JULY 2011

## HIGHLIGHTS



**GCIS info centre**  
dazzles with new look



**SA living standards**  
on the rise



**What the media has to say**

## NATIONAL COMMUNICATION STRATEGY APPROVED

By Vusi Mona  
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Cabinet has last month approved the Government Communication Strategy for the period 2011 to 2014.

Developed by the Government Communication and Information System under the leadership and guidance of Minister Collins Chabane and Deputy Minister Dina Pule, the strategy is, among other things, made up of the following key elements:

### Improving and expanding GCIS' communication platforms

After an assessment of the current suite of government communication platforms and channels, the research pointed to a general insufficiency. When one looks at other countries (India, for example, where there are 41 government-owned newspapers), the insufficiency of our own platforms becomes glaring.

To grow our portfolio, *Vuk'uzenzele* magazine, which used to be bimonthly, has already been converted into a monthly tabloid-size newspaper with a print run of 1,7 million. Also, a monthly magazine targeting middle and senior managers in the public sector is already being published as is a quarterly newsletter, *GovComms*, which targets government and public sector communicators.

A weekly e-newsletter (*My SA Today*) that showcases good news stories from the coalface of service delivery is also being planned as is a monthly newsletter for the country's public servants. The latter product will have an electronic version that will be updated weekly (or daily as the need may arise).



government  
communications

Department:  
Government Communication and Information System  
REPUBLIC OF SOUTH AFRICA

Radio, television and social media platforms are also being conceptualized.

### Implementing a proactive media management system

This involves putting in place a 24-hour Rapid Response System that will identify potentially problematic issues in the media environment and respond to these promptly. GCIS already has a 24-hour media monitoring mechanism that will be the foundation for this system.

Part of being proactive will also involve generating content and writing opinion articles so that government is actively involved in the battle of ideas.



In addition to the existing fortnightly post-Cabinet media briefings, two more briefings will be held during the non-Cabinet weeks.

### Supporting campaigns on the five national priorities

GCIS, together with lead departments, will undertake five key campaigns based on the five key priorities from the government's electoral mandate. The respective departments will drive the detail of the campaigns as the owners of the content. GCIS will focus on amplifying the national message of "Together we can do more" by making the connection between the detailed work done by the departments and the overall national focus of working together to do more.

GCIS has in the past worked closely with departmental campaigns (e.g. the energy-efficiency and the inclusive economy campaigns) working together with the relevant departments, without necessarily taking over the day-to-day functions of their communication units.

The five key campaigns centre on the delivery of improved quality of basic education; healthcare for all South Africans; decent work to ensure sustainable livelihoods; reduction of crime; and rural development, land reform and food security and its production.

### Improving our communications technology

GCIS will move to web portal technology so that we can present information online from diverse sources in an interactive manner. This will give us the standard search engine feature and other services such as e-mail, breaking news, pictures, audio, video, and databases.

A portal will also provide for integrated access control and procedures for multiple applications and databases, which otherwise would have been different channels altogether.

The digitisation of our material (pictures, videos, audio and documents) will result in it being viewable and downloadable by a large number of users simultaneously, and from any location in the world (assuming appropriate access restrictions and server technology). This will liberate our material from the constraints of traditional access methods and increase the chances of it finding expression in the commercial and public broadcasting media.

### Implementing a communication training and capacity programme

Though training and capacity-building have been provided in the past, this has not reached the professionalisation level of government communication, especially for government communicators as envisaged by the Communication Task Team (Comtask) that preceded the formation of GCIS.

GCIS is in the process of establishing a chief directorate that will be specially devoted to this programme. It will liaise with tertiary institutions in designing a curriculum that will lead to the realisation of a holistic government/public sector communicator who not only understands communication but the policy posture of government. Ultimately, it is envisaged that for one to practise as a government communicator, one will have to possess a certain minimum qualification in government/public sector communication.



### Implementing centralised media bulk buying

GCIS has an internal specialised professional agency, called the Communication Service Agency (CSA), that has built capability for bulk buying and other cost-saving mechanisms in the purchase of media-related services on behalf of departments.

Benefits of this approach include:

- Pooling of funds and achievement of volume discounts – thus resulting in greater impact. ("more bang for buck").
- Having one point of contact between government and media owners. It immediately resolves a lot of payment issues.
- Implementing an account management system within GCIS that will make it possible for departments to have dedicated account managers for specific departments on a one to many basis e.g. one account manager could service all departments in a particular cluster.

This model has been conceptualised and (resourced and has been already in operation since September 2010. Benefits are already evident.

Plans are afoot to present the Government Communication Strategy to all national departments and the provincial and local spheres of government.



# GCIS info centre dazzles with new look

By Liezil Cerf  
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In this whimsical world, a few seconds are all you have to make a good first impression. When the words "trendy", "hip" and "fresh" are used to describe your place of business, the GCIS resource centre can rest assured it's knocked the ball way out of the park.

Although this is not the first time the GCIS Parliamentary Information Resource Centre (IRC) has gone under the proverbial knife, this time around, planners have had a stroke of genius.

They got exhibition contractors to use chic modular display units to group information together according to government's five key priorities, namely Safety and Security, Rural Development, Job Creation, Education and Health.

From now on, all the latest info from all government departments and its entities, publications, reports, pamphlets etc, will be easily accessed according to the priority area under which they fall – just one more way of keeping government's message alive in the minds of people visiting the centre.

The luminous display units' colours are inspired by government's Coat of Arms and the South African flag, and make perusing for information a visually stimulating experience. The centre hasn't skimped on modern technology, mounting plasma screens on the wall echo government's Programme of Action, which can be viewed by visitors and passers-by.

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Since the info centre is alongside the Imbizo Media Centre, where interaction between journalists and high-profile government officials unfold daily, GCIS decided to introduce a media engagement section.

It's here where updated media statements, news magazines and newspapers – including GCIS's new monthly *Vuk'uzenzele* newspaper – can be found.

The layout of the media engagement section, complete with comfy ottomans, lends itself to the creation of a space where visitors, new and old, are entirely drawn in, and could get lost for hours in between the covers of a fascinating read.

Contractors made good use of May's parliamentary recess to put this charming space together, taking a record five days to complete it – "a miracle" as anyone who's ever had work done to their house would tell you.

The GCIS IRC's doors have been open for over a decade, serving a variety of people, including journalists, political researchers, members of the public, MPs and even diplomats. The next time you're in 120 Plein Street, do drop by, there's a wealth of information waiting for you – and you never know who you'll bump into!

# New terrain in government

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## Facebook, Twitter, You Tube, Flickr, Mxit. Have these terms been boggling your mind recently?



**Y**ou know it's out there; you have to get on board the digital train, as it's what everyone's doing – but one slight problem – you don't feel techno savvy enough to do so. Don't worry, help is out there.

The Government Communication and Information System (GCIS) recently finalised guidelines regarding the utilisation of social media by government. This, was done to create awareness of the communication opportunities social media presents for government and to show how to manage the risks associated with the use of social media.

### Let's start with the basics. What is social media?

It is the platforms that can be used by government and the general public through utilising digital technologies such as blogs, podcasts, social networks, wikis, micro-blogs and message boards to communicate.

### What do the GCIS guidelines provide?

- An introductory overview of the social media tools that are most likely to be relevant in the South African environment.
- The potential benefits and risks associated with these tools.
- Guidance in best-practice use of social media; brief examples of where such social media tools have been used in government.
- General advocacy applications.

The potential benefits of using selected social media tools far outweigh any risks, and these benefits will continue to grow as more and more South Africans bridge the digital divide. As public servants, we have a unique opportunity to step out and be part of the digital revolution, joining a historical transition that allows conversations with the public, rather than simply communicating to them.

The use of social media by any government department will be governed by the specific department's Internet and e-mail policies, which sets out unacceptable behaviour while using the Internet. As technology and social media platforms evolve, the Social Media Policy Guidelines and its accompanying handbook of resources will also be adjusted.

### Benefits of using social media in communication:

- Increasing government's access to its audiences.
- Improving the accessibility of government communication.
- Allowing government to adjust or refocus communication quickly, where necessary.
- Improving the long-term cost-effectiveness of government communication.
- Increasing the speed of constituent feedback and input.
- Reaching specific audiences on specific issues.
- Reducing government's dependence on traditional media channels to communicate with constituents.

The use of social media in itself does not make for good practice. To be effective, initiatives must form part of a wider communications strategy – supplementing rather than replacing traditional communication platforms – and deliver at least some tangible benefits listed above.

There are some guidelines that can be applied across all forms of social media. Knowing these basic guidelines of engagement will help you, whether you are fully responsible for establishing and hosting an online community, or if you are just a contributor in an existing community.

### When using any type of social media, you must:

- o be credible – accurate, fair, thorough and transparent
- o be respectful – encourage constructive criticism and deliberation
- o be cordial, honest and professional at all times



# communication

- o listen before you talk – before entering any conversation you need to understand the context,
  - who is the potential audience?
  - is there a good reason to place a comment or respond?
- o write what you know – you have to know your facts and cite credible sources
- o acknowledge if a mistake is made through your comment or response and respond to it immediately
- o be both reactive and responsive – when you gain insight, share it where appropriate.

The protocols that apply when you are acting as an official representative of government and/or a government department should be the same whether you are talking to the media, speaking at a conference or using social media.

**Note:** Government employees making comments or contributions on behalf of government and/or government departments should only do so with approval or authority.

**When contributing on behalf of government and/or a department, government employees should consider the following:**

- keep your postings legal, ethical and respectful
- respect copyright laws
- ensure that information published online is accurate and approved
- comply with your department's spokesperson policy.

Social media platforms should be used as part of a wider effort to develop the department's communication strategy. Once a department understands the objectives of its communication strategy, it can then determine which social media tools will meet its needs.

**What departments should consider before using social media tools:**

- Set clear, achievable and measurable goals at the beginning.
- Employ an integrated campaign that utilises the full potential of both traditional and social media platforms.
- Identify your target audiences.
- Use the right channels.
- Identify the information and communications technology requirements for specific platforms.
- Develop a risk management strategy.
- Assign a social media communication team.
- Put guidelines for use into place.
- Be transparent about your intent and deliver on promises.
- Allow for several trustworthy people to respond to user comments promptly.
- Create engaging content using interactive channels.
- Inform people whenever new content is posted.
- Determine success criteria and key performance indicators.
- Evaluate.

These guidelines and learning resources are not intended to dictate or recommend exactly which social media tools should be used by a particular department or agency. Departments who wish to use social media platforms should always first visit the Internet site of the intended social media tool, e.g. [www.facebook.com](http://www.facebook.com) or [www.youtube.com](http://www.youtube.com), and familiarise themselves with the current terms of use, opportunities and learning resources available on these sites, in order to select the most appropriate tools for their needs.



Developing a social media policy is an important first step for government and/or departments considering using social media and can ultimately serve as a key enabler for responsibly and effectively leveraging social media tools.

# SA living standards on the rise

By Solly Molayi



## A recent survey shows that the living standards of South Africans are improving

**M**ore people are moving up the Living Standard Measurement (LSM) ladder according to the latest *All Media and Products Survey* (AMPS).

A commonly used marketing research tool, LSM divides the population into 10 groups with 10 being the highest and one the lowest. It groups people according to their living standards using criteria such as the degree of urbanisation and ownership of cars and major appliances.

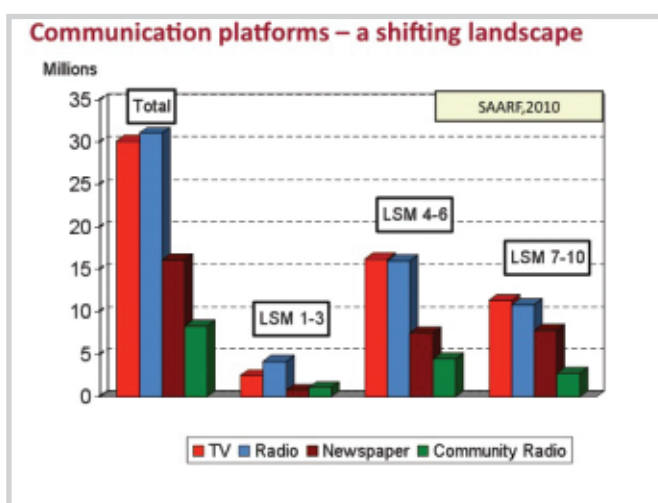
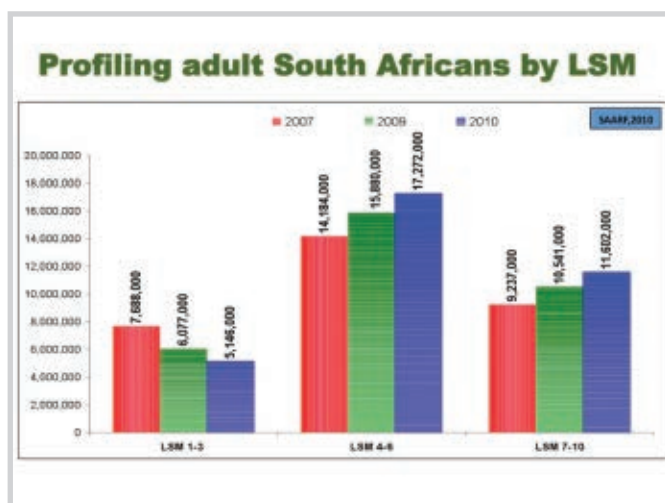
The survey, conducted by the South African Advertising Research Foundation (SAARF), has revealed some interesting patterns – key among which is that the middle (LSM 4-6) and upper (LSM 7-10) strata continue to rise, while the lower stratum has dropped drastically.

Currently, almost 17,3 million people belong to LSM 4-6 compared to 14,2 million people in the past five years. The lower stratum (LSM 1-3) continues to decrease from 7,7 million people in 2007 to 5,1 million people in 2010, with the higher stratum increasing from 9,2 million people to 11,6 million in the same period.

This trend of continuing improvement in the material conditions of millions of people can be related to the positive impact of government development programmes. While there are challenges, such as service delivery, facing South Africa, the country has made enormous strides in improving the lives of the poor in the past 17 years.







### Traditional communication platforms rule

Despite recent technological advances with regard to communication platforms, the survey conducted by SAARF shows that traditional communication platforms still find a place in the hearts and minds of South Africans.

Current figures show the following weekly viewing/listening and average issue readership patterns for the mainstream media in South Africa: TV – 30 million people; radio – 31 million people; community radio – 8.2 million people; and newspapers – 16 million people.

### Internet access on the rise

With the fast pace of technology growth, social media platforms are intruding on the marketing and communication terrain.

Data depicts that around 4.5 million people in South Africa have access to the Internet.

Although still a small figure, in comparison to other countries, there is no doubt that these levels will increase rapidly in the near future as cellphone usage continues to grow in the country.

Seventy-six percent of the population surveyed indicated that they own a cellphone. The Government Communication and Information System is currently in the process of finalising Social Media Guidelines, which will provide government communicators with an opportunity to understand the ins and outs of how to manage the risk associated with the usage of social media platforms. If there is a better understanding of social media users' behaviour, these platforms could be widely used.

While continuing to communicate and promote economic strength, emphasis should be put on the resources and opportunities it creates for socio-economic improvement and on demonstrating the benefits brought by democracy.

Government communicators should not only be able to select and use the right mix of communication platforms in an attempt to extend audience reach, but should also package messages correctly, which is the heart and soul of any form of marketing and communication.



# Truth, honour and accountability....

By Nelson Kgwele



**... government remains committed to the constitutional principle of the freedom of the press, and Cabinet will be the first to defend and uphold the independence of the media**

As far back as late last year, the now-topical matter of government's decision to centralise its advertising budget was already making headlines, with the *Mail & Guardian* being the first to lead with a front-page headline, "Govt's plan to support The New Age", accompanied by a story inside titled "Government to apply ideology to adspend", (29 October 2010).

In the story, the *Mail & Guardian* claimed that: "Government is centralising control of its R1,7-billion annual advertising expenditure in a move said to be designed to shift money towards 'patriotic' media outlets such as the SABC and *The New Age* newspaper."

The newspaper quoted "one advertising source familiar with the thinking at the GCIS [who] said there was talk of allocating 60% of spending to the SABC and about 30% to *The New Age*." The same faceless source further claimed: "They want to break the camel's back, which is Avusa."

Even then, the GCIS took exception to the article and stated in a response published in the following edition of the *Mail & Guardian* that the claims of government planning to reward so-called patriotic media amounted to "mischief or, at the very worst, uninformed journalism".

Hardly has the dust settled that the same allegation resurfaces, this time with fresh allegations, spearheaded by the South African National Editors' Forum (Sanef), of a move within government to "bribe"

newspapers into reporting good about government.

Government has in recent days and weeks reiterated that the decision to centralise its advertising budget is based on a move towards soliciting discounts and maximum exposure of the intended audiences. This has fallen on deaf ears as some in the media seem determined to distort government's intentions.

Attempts to reassure the media and the public that the new approach is not meant to reward so-called patriotic media are being overshadowed as various powerful key players in the media industry forge ahead with an agenda to paint the Government as being anti-media and anti-free speech.

Why such a deliberate distortion is being made, only those making the claims can tell us. For its part, though, government remains committed to the constitutional principle of the freedom of the press, and Cabinet will be the first to defend and uphold the independence of the media.

At the core of the current debacle between government and the media appears to be the issue of mistrust. That, really, seems to be the issue.

Some in the media, based on a broader societal debate about media transformation that is happening outside of government, think this administration is hell-bent on curtailing freedom of speech and expression in general and freedom of the

media in particular. It's all scaremongering, of course.

For example, the public editor at Avusa, Joe Latakgomo, has lambasted government after the Government, in his own words, "threatened to take over the people's advertising budget – R1 billion of it – to reward those whom (Jimmy Manyi) and others in government believe are fairly reflecting government's service delivery"

"In other words," Latakgomo further claims, "government will pay those who say nice things about government, and turn a blind eye to government failures and corruption."

One would expect a "public editor" in a major publishing house to respect the truth and to reflect it fairly. The announcement of the new approach to government advertising was followed by the unequivocal statement that: "Even if you write badly about government we will still do work with you. The criteria is not to write good about government, the criteria if anything else is to report on government work, that is the issue."

Because this statement does not fit the version that some in the media want to feed to their audiences, it should be suppressed – even by people who purport to stand for truth and accuracy! And this raises new questions. Is there sufficient honour in our media? Can the media be truly non-partisan on matters that affect their bottom line, such as media advertising?



# YOUTH – a ready market in waiting

By Nkateko Baloyi

**F**or today's youngsters it's all about gadgets.

The preoccupation of youngsters today lies with getting the latest technology (not forgetting being the first to get it!), downloading and installing the newest applications and having a presence on just about every social media network.

How the youth of today relate to communication technologies may provide evidence regarding the future.

Youth have become the world's technological leaders as they are a concentrated mass with purchasing power. Technology drives their lives on every level.

Cyberspace offers a platform that is interactive and fun, giving youth an opportunity to experiment with new things on a global scale.

The big question then is: how should we be communicating and transmitting messages to the youth, taking advantage of what is relevant to them?

Young minds might have been an overlooked audience in the past. But, there is a great need for communicators now to find new and innovative

ways to reach the youth – and on their terms.

The latter is the most important factor when communicating to this market. Youth today are on the move, their environment is dynamic and ever changing. This means we need to evolve at their speed.

## Receive or reject

How we communicate to this market makes all the difference; they will either receive or reject the message.

Research shows that an average 15-year-old today consumes various types of media quicker than a 15-year-old five years ago.

Five centuries after the emergence of print, radio tried to do with voice what newspapers were doing. Inventions over time transformed the use of the human voice through the telephone, radio and tape recorder. Today, the Internet and smartphones represent everything i.e. newspaper content, radio links, TV clips, movies and much more.

The world has moved into another era and the youth are going beyond that – paving a way for the future.

The release of smartphones has revolutionised telephone services and surprised even the cynics.

Smartphones, according to Media Magazine, has turned cellphones into multimedia devices that reach 74% of the youth globally. Among members of the 12 to 14 age group, they reach 56%. Among upper class kids, they reach 92%.

Today, young people use various features of their devices, such as taking and sending pictures, listening to music, playing games, downloading songs, going online, sending e-mails, downloading ringtones, blogging and so on.

From 2005 to 2008, the rate of young people logging on to the Internet increased from 66% to 86%. Such growth is related to a higher offer of free and paid places where they can access the web outside the home.

It would appear then that the Internet is the most convenient way to get in the know and connect with this market.

As the saying goes "step into their space and they will heed".

# Display of the national Coat of Arms

By Lynette Rippel



**T**ake a walk into a few government departments all on the same day, and you are likely to see the national Coat of Arms displayed differently at all of them.

Here are some quick pointers to refer to when you want to use the Coat of Arms.

Always remember that the national Coat of Arms can be displayed visually or verbally.

## Examples of the visual display of the national Coat of Arms are the following:

- \* on the seal of the Republic of South Africa where it indicates the transference of legitimacy, authenticity and legality
- \* on the Mace of the National Assembly, by means of which the dignity and power of the South African State is signified
- \* on the national minted and printed coinage, on several medals and on the National Orders issued
- \* on government stationery and forms
- \* for branding purposes on the buildings of state institutions, including

- national government departments
- \* on rank insignia of the South African national Defence Force
- \* a symbol of the President of the Republic of South Africa.

## Examples of the placement of the national Coat of Arms

- \* At the front of buildings that are occupied by national government departments.
- \* At reception areas of national government buildings.

## Verbal representation of the national Coat of Arms

The art of praise poems is well entrenched in African society. Praise poets can be equated as academics who not only compile the history, but also convey it to a wider audience. The recital of praise songs is thus both celebratory and educational.

# What the media has to say

By Singabakho Nxumalo

**Analysing what the media says has become pretty serious business for government and the private sector alike.**

National governments around the world have faced unique challenges relating to media content – namely, how to constructively utilise what the media is saying about them to assess policy efficacy and quality of governance.

To achieve this objective, governments are following the path, taken decades ago by private organisations, of using available models of media content analysis to accurately understand the meaning and impact of media coverage of public sector policies and activities.

The Government Communication and Information System (GCIS) is focused on the qualitative findings that can be used to provide an in-depth analysis of the coverage of key issues. The GCIS tries to identify

and/or develop government key messages and to explain the implications of the manner in which certain issues are covered by the media.

Let's take a look at what the media focused on in relation to government between January and March 2011.

In the first quarter, it is proper to highlight that education featured as the top issue due to schools reopening. The improved Matric pass rate was also debated extensively. This was closely followed by the central theme of the State of the Nation Address, namely, job creation.

The beginning of each year is always challenging for government due to a number of activities that take place simultaneously. The Jan – March quarter was no different from previous years.

Issues that found a place in the spotlight included Matric results, the World Economic Forum, the United Nations Security Council, National Consumer Act Campaign, State of the Nation Address, Budget Speech, Former President Nelson Mandela's health, Floods, Gauteng toll tariffs, Joburg billing crisis, the South African Police Service (SAPS) leasing of the police headquarters, including the raid on the Public Protector's offices and the uprisings in North Africa.

Issues related to government continue to attract media attention as the amount of media coverage has increased significantly.





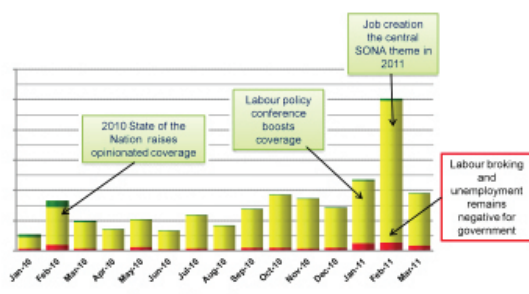


However, it is noticeable that the bulk of coverage is factual reporting.

Positivity has been on the decline from the last quarter of 2010. Huge volumes of coverage at the beginning of the year (2011) did not yield much in terms of generating favourable ratings.

The mean rating dropped significantly in the first quarter. A picture painted by media reporting was that of government at loggerheads against each other. Top of the agenda issues were the SAPS lease agreement vs Public Protector and the cace issue – Minister Manuel vs GCIS CEO Jimmy Manyi.

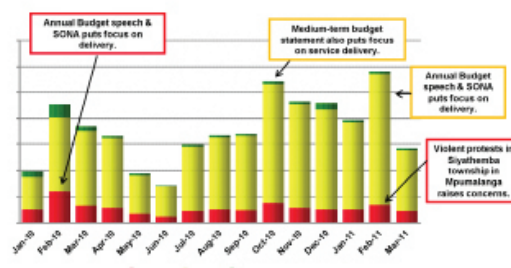
### Labour/Job creation



Labour issues (job creation) featured as the central theme of 2011's SONA, and the exceptionally strong coverage in this regard can be seen when compared to the same month in 2010.

The Department of Finance featured as the most visible due to the Budget Speech, followed by Basic Education. The release of Matric results, opening of the schools and the debate on the

### Social services and delivery



Service delivery issues regularly feature strongly during SONA and Budget speeches, and 2011 was no exception. Overall, this issue has featured very prominently over the last 5 months, and is likely to retain focus in the run-up to the local elections.

authenticity of the Matric results were also prominent. The Eastern Cape Department of Education attracted massive negative coverage due to a number of problems experienced by the department.

The Department of Home Affairs continues to be one of the top departments attracting massive coverage, with a strong negative share. The processing of work visas for foreigners and the contract with Gijima topped the agenda.

The slides show how the media covered Job creation and social services and delivery.

# Maintaining coherence in the Government communication system

By Vusi Mona  
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For an organisation as big as government, with three tiers (national, provincial and local), fragmentation and misalignment of strategies and messaging can easily occur. To ensure that this does not happen, the Government Communication and Information System (GCIS) has established a branch, Government and Stakeholder Engagement, to cascade the Government Communication Strategy to national, provincial and local governments for alignment and joint implementation.

Deputy Chief Executive Officer of the branch responsible for this function, Nebo Legoabe, says "an exciting part of this job entails the forging of partnerships with community organisations, non-governmental organisations and various government structures to deliver communication in support of government priorities."

**"Together with their teams, they will mobilise resources within GCIS to ensure that departments have dedicated communication support from GCIS ..."**

Additionally, some of the core responsibilities of the branch include, among other things:

- development communication, including ward liaison and direct communication activities in communities
- coordinating the Public Participation Programme of government
- providing communication support through clusters
- promoting the implementation of Communication policy guidelines
- supporting the establishment of communication units across government.

Legoabe says though provincial and local government communication plays an important role in the whole government communication machinery, there are some challenges to be overcome. "Generally, there is a cooperative relationship between GCIS provincial offices and the provincial communication units, but there is a need to strengthen coordination and alignment of messages, sharing of resources, joint planning and execution of communication projects; and ensuring that proper channels, platforms and products that have high impact are utilised."

The foremost challenge in communication at local government, she says, is the effective ability to share development plans and successes. "For local government, the major problem is communication structures, and poor communication with communities. In terms of the communication strategy, that has just been approved by Cabinet, and we will be providing a lot of support to the local government sphere."

Together with the Department of Cooperative Governance and the South African Local Government Association, her branch has developed Local Government Communication System Guidelines, which assist with communication structures, communication personnel and capabilities, training and capacity-building interventions, communication forums and how to develop communication strategies and action plans.



The branch has just appointed two chief directors whose responsibilities will be dedicated to cluster work, to get first-hand information about communication issues in departments and to address them. These are Nikelwa Thengimfene (Economic, Infrastructure, Justice and International Cluster) and Penelope Ntuli (Human Development, Social Protection and Community Development and Governance and Administration clusters).

"Together with their teams, they will mobilise resources within GCIS to ensure that departments have dedicated communication support from GCIS. These teams ensure that in all of the government communication planning and execution, GCIS remains in the centre."

About what it means for her to be a public servant, Legoabe says: "It is like a calling. I think it is an honour, privilege, and blessing to be given this daunting responsibility. I do not think we all realise the responsibilities that go with this task. If each and every one of us can do one thing right every day – and there are more than 1,3 million public servants, imagine what impact we can make."

Legoabe, a Master's holder in Library Science, enjoys gardening, cooking, music, reading and telling stories that have life lessons.