GovComms

A newsletter for government and public sector communicators

Highlights

UBUNTU RADIO
TO CREATE A GLOBAL STIR

REAPING THE BENEFITS
OF INTERNAL BRANDING

RHINO POACHING
IN THE MEDIA SPOTLIGHT

Media Landscape:
experts' snapshot of SA media

By Una Seery (GCIS)

Launched in November 2013, *Media Landscape 2012: Reflections on South Africa's Media Environment* is the first in an annual series that will focus on the media landscape in South Africa.

Produced by the Government Communication and Information System (GCIS), it sketches not only the print, broadcast and digital media environment but also introduces debates and discussions on emerging issues within the industry.

The idea for a series on the media landscape arose during a GCIS study tour to India and China in 2011. Minister Collins Chabane and his delegation noted that government departments in these countries produced a range of official publications on leading issues in the media environment. India, for example, had published a book *Mass Media in India*, which contained valuable lessons on information technology developments and their impact.

"There was general consensus that it would be good for GCIS to start similar publications. Not only that, we recognised that as we operate within an information and communication space, we needed to be active in discussions and debates that occur in this environment. At the time, GCIS had not done any concrete work to profile the landscape and this was a way that we could change this," said Nkele Sebasa, Director of Government Communication Monitoring and Evaluation at GCIS.

The media landscape series was viewed as an opportunity for GCIS to:

• Present the status quo and reflect on the changes within the information and communication environment.
• Reflect the debates and discussions taking place in civil society around information and communication.
• Engage in debates and present a view from government.
• Provide information on government policies and programmes within the information and communication environment.
• Provide an educational tool for government communicators, stakeholders and role players that operate in this environment.

government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

20 YEARS OF FREEDOM

- Provide an overview of issues within the media environment for media students and scholars who wish to follow a career in the field.
- Provide a platform for debates on information and communication to occur.
- Influence policy making within the information and communication environment.
- Provide the target audience with valuable lessons emerging out of the media environment nationally and internationally.
- Profile the media landscape with a view of using the research findings to feed into other projects/programmes running internally.

"The target audience for the series is government communicators, parliamentarians, politicians, media students and journalists – in fact, anyone who has an interest in the media environment and wants to get a better understanding of the landscape and the dynamics involved," said Sebasa.

Harold Maloka Deputy CEO for Content Processing and Dissemination at GCIS delivering the keynote address at the launch.

First Edition

In 2012, planning for the first edition of the media landscape series began in earnest. The book was to broadly examine the current state of media in post-apartheid South Africa; provide an overview of the trends of ownership and control of the media; consider media regulation, self-regulation and ownership; examine the ideal relationship between government and the media; and present issues surrounding community media and new media as these unfolded.

Experts in the media industry were approached to write chapters so that a rich diversity of views would be reflected. The eight chapters and three fact sheets reflect a range of views on the post-1994 media landscape that serve as a snapshot of some of the developments and debates within the sector.

Some of the chapters include:

- "CONNECTING AFRICA: INTERNET AND THE ROLE OF THE MEDIA" by Koos Bekker. Bekker is chief executive of the leading emerging markets media group Naspers. He writes about the manner in which the internet has revolutionised the way in which content and information are exchanged and the need for the newspaper industry to adapt to this new technology – or die.

- "WE, THE TWEEPLE" by Gus Silber. Silber, a well-known journalist, author, scriptwriter, tweetwriter and social media trainer, introduces Twitter as a social media platform and argues it provides a platform for government to tell its story, engage with citizens and allow its voice to be heard. All cabinet ministers, premiers, MECs, and government communicators are encouraged to "join the conversation" and use these social networks.

- "WHY SOUTH AFRICA NEEDS GOVERNMENT-OWNED MEDIA: A PRINT MEDIA FOCUS" by Vusi Mona. Mona was previously Deputy CEO at GCIS and is currently head of communications at the South African National Roads Agency Limited. He introduces a number of issues, such as the profit motive, that he feels impacts on what the commercial media can communicate and with whom. An argument is then presented as to why government needs its own media platforms. Examples of where this is already being done, nationally and internationally, are included.

Media regulation is also explored in detail by Joe Thloloe, a veteran journalist and director at the Press Council, who introduces the codes, institutions, structures and complaint procedures that currently govern the regulatory regime. The author argues that self-regulation by the media in South Africa is in line with best practice internationally and that freedom of expression is maintained precisely because of self- rather than statutory regulation

The chapter written by Lumko Mtimde, chief executive officer of the Media Development and Diversity Agency (MDDA), explores media accountability mechanisms and suggests that a system of independent statutory regulation be used as a mechanism to help strengthen and complement the self-regulatory system. An independent statutory regulator – independent from industry, affected parties, government, commercial and political interference but recognised in law - is seen as a body that could ensure ethical and professional journalism within a print media environment.

Other chapters include a look at competition within the print media environment; an explanation of media currencies; community media and diversity issues, as well as fact sheets on broadcasting; Africa's response to freedom of expression; and a database of foreign media presence in South Africa.

Media Landscape 2012: Reflections on South Africa's Media Environment is by no means a comprehensive look at the media environment and does not claim to encompass or capture all the discussions that are taking place. Rather, it is the first in an annual review.

Should you wish to receive a copy, please contact: Una Seery at GCIS on (012) 473 0325.

Media Landscape: Edition 2: 20 Years of freedom and democracy: a media perspective

Twenty years of Freedom and Democracy is the theme for Edition 2 of the media landscape series. Writers have already been sourced for the 15 chapters and three fact sheets to be written. The focus will be on print, broadcast and digital transformation – the achievements, challenges and considerations for the future. This book will be available for distribution in May 2014 and will form part of the freedom and democracy celebrations.

New paper supports
small businesses

*By Clement Manoko

The Department of Trade and Industry (dti) has launched a new national newspaper aimed at business owners and prospective business owners in the small, micro and medium enterprise (SMME) sector. *Small Business Connect* is a full colour, monthly publication that aims to improve the flow of relevant opportunity-related information and business improvement resources in the SMME sector.

This project is in line with the dti's vision of broadening participation in the economy and enhancing government's response to the economic needs of all South Africans.

Small Business Connect was officially launched by Trade and Industry Minister Rob Davies at the CSIR International Convention Centre in Pretoria in September.

In his keynote address, the Minister said: "Small business support is a knowledge-intensive exercise. One of the main problems is that people do not really have real, information-based business proposals. What we need to do is to embark on an information exercise if we want to grow small business."

It was for this reason that there was a need to create a vehicle such as *Small Business Connect*, a publication the dti was pleased to be involved with as the driver, he added.

The dti's Group Chief Operating Officer Jodi Scholtz said the development of entrepreneurship was central to the department's goal of broadening participation.

She said the dti understood that the long-term economic success and development of the South African economy was linked to the increased participation of SMMEs in the mainstream economy.

It is this rationale that underscores the plan for *Small Business Connect* to become a self-sustainable partnership project with other relevant stakeholders, including the private sector.

Small Business Connect provides an excellent platform for the private sector to enhance communication with the small business community. The publication offers a range of advertising options, including traditional advertising, advertorials, inserts and special features.

There is a strong emphasis on having an effective distribution network with an extensive reach. Initially, 30 000 copies will be distributed to 45 key "nodes" throughout South Africa, from where local distributors will take the publication into outlying areas.

Efforts will be made to extend this reach even further, both in terms of print quantity and geographic spread, as new needs and growth areas are identified.

Small Business Connect is also available online.

The dti's intention is for *Small Business Connect* to become the preferred source of information for SMMEs and for it to provide enterprises with information on access to markets, new technologies and networking opportunities.

The dti owns the project and its officials are working closely with the publishing partner SA Business Owner.

Publishing partner Christoff Oosthuysen pointed out that to become successful, small business people had to connect with their contemporaries, support structures and information sources to ensure they did not fall behind.

Small Business Connect will endeavour to play an important role in keeping SMMEs up to date with the most current information and developments.

Currently, distribution points include government departments and business support centres such as the Small Enterprise Development Agency (Seda).

Small Business Connect also has an active social media presence. A number of people visit its Facebook page and Twitter account daily to access information or comment on topical business stories posted.

*** Clement Manoko is Head of Communication at the dti.**

For more information on distribution points, go to http://www.smallbusinessconnect.co.za/about#.Um-7sPkbBXY
Contact: 087 150 4710
Email: newsdesk@SmallBusinessConnect.co.za
Website: www.SmallBusinessConnect.co.za
Twitter: www.twitter.com/SASBconnect
Facebook: www.facebook.com/SASBconnect

Ubuntu Radio
to create a global stir

International Relations and Cooperation Minister Maite Nkoana-Mashabane was all smiles as she launched Ubuntu Radio - a government-run online radio station, which aims to enhance communication on South Africa's foreign policy.

By *Nelson Kgwete

The Department of International Relations and Cooperation (DIRCO) recently launched South Africa's first government-run 24-hour online radio station, Ubuntu Radio.

The radio station will help create a stage for the exchange of views and opinions, communicating South Africa's foreign policy and promoting brand South Africa.

The launch of Ubuntu Radio is consistent with the active and prominent role South Africa plays in global affairs. The idea behind its conception was the need to create a platform for key players, who help shape South Africa's foreign policy, to exchange views and opinions. These include government institutions, the diplomatic community, civil society, academia, media and other role players in the field of international relations.

Since becoming a member of various global and strategic formations such as the United Nations Security Council, the Brazil, Russia, India, China and South Africa (BRICS) grouping, the India, Brazil, South Africa (IBSA) initiative and the G20, South Africa's foreign policy has been in the spotlight.

In addition, South Africa's continuous role and engagement in the activities of the African Union and Southern African Development Community (SADC) have positioned it firmly as a country with formidable contributions to make in the regional and global political scene.

Due to South Africa's increased role and mandate in the international arena, it is important that immediate and accessible platforms be used to communicate South Africa's foreign policy and promote brand South Africa domestically and abroad.

Ubuntu Radio aims to give a fair and balanced representation of the work of DIRCO and government, while clearly and consistently presenting the policies and decisions of the South African Government.

In essence, Ubuntu Radio is a reaffirmation of the South African Government's continuous commitment to ensuring that its work and contributions in global politics are widely understood, recognised, appreciated and, most fundamentally, located within the context of the country's foreign policy.

In choosing an internet-based radio station over a mainstream one, DIRCO was inspired by the results of extensive research conducted on the effectiveness, influence and listenership of internet-based radio stations throughout the world.

Ubuntu Radio will make use of state-of-the-art technology to inform its local and international listenership about South Africa's foreign policy.

Research indicates that internet-based radio has gained momentum over the past 10 years and its benefits are visible.

In a study released on 25 September 2013, Edison Media Research indicated that over half (53%) of the American online population listened to internet radio citing "on-demand services", "availability of device" and "convenience" as reasons for using the medium.

South Africans are no different and are also embracing digital technology to communicate in ways that could never have been imagined just a few years ago.

In February this year, the Digital Media and Marketing Association (DMMA) released the findings of its survey of South Africa's internet-using population. The survey found that the majority of internet users used the platform mainly for email (95%), followed by web browsing (84%) and social networking (78%), with respondents citing their home as their preferred location to access the internet. In terms of users who access the internet via their mobile phones, three out of four said they did so every day. When users were asked the question: "Does the internet displace other media?" users responded with a resounding "Yes".

Researchers at World Wide Worx said in their Internet Access in South Africa 2012 study that broadband access in South Africa had more than doubled because of mobile operators slashing the cost of data

and network roll outs being accelerated.

In the annual South Africa & SADC Media Facts 2013, Optimum Media Direction (OMD) CEO Josh Dovey stated that the digital platform will eventually become the portal for all media consumption and, as has always been the case with media, content is what will drive success and attract consumers. OMD has the largest media network in Africa with 10 registered offices covering 30 markets on the African continent.

It is clear that internet radio is here to stay, bringing with it endless variety and more commercial stations, including public/government stations.

For Ubuntu Radio, this is a breakthrough. It is historical. By design, the targeted listenership of South Africa and Africa's first government online radio station is not limited to South African citizens but includes the international community. This station will be able to reach many parts of the world.

Recognising that internet connectivity in South Africa and the African continent requires greater penetration, the station will exchange content for broadcast with identified media partners, including the SABC's Channel Africa and community radio stations, for greater reach and influence.

As a multimedia platform, Ubuntu Radio is immediate and will run live broadcasts. Most importantly, this station will be a major source of reliable, current and trusted news on South Africa's foreign policy 24/7.

Nelson Kgwete is Director of Media Liaison at DIRCO.

Reaping the benefits
of internal branding

By *Daniel Munslow

Very little is spoken of internal branding. We often read about innovations in the world of branding and external marketing and its importance.

However, many organisations find it difficult to make the paradigmatic shift to focus on internal branding as a driver for cultural change within an organisation. Many who do, go straight to the operational execution of creative poster hanging.

Internal branding is about the process where employees become more customer and business focused. It's not about decorating the walls with colourful wallpaper but about the fundamental realignment of employees to business.

So if it's not just about graphics, how do you go about achieving this cultural realignment? Through a structured communications programme and behavioural-driven process. This is not something that can be done in isolation to other business initiatives and forms part of the fabric of the organisation. It is something that takes place at all levels in the company and is aimed at answering employees' key question - "What's in it for me?"

As an organisation, business or government department you want your staff to engage with the internal brand to the extent that every single employee understands what job behaviour is expected of them, and how they contribute to the overall success by living their 'way'. But it doesn't stop there. You need to reinforce the behaviour you want by bringing it in line with human capital policies, internal communication, leadership communication, and external corporate marketing initiatives.

Effective internal branding brings with it huge benefits. The Ivey Business Journal illustrated this trend by using New Century Financial Corporation, which is a US-based mortgage banking company, as an example.

It found that account executives who were actively disengaged produced 28% less revenue than their engaged colleagues. Among the same group of people, those who were not engaged generated 23% less revenue than their engaged counterparts.

Engaged employees also outperformed the not engaged and actively disengaged employees in other divisions across the company. This type of research is not yet available in South Africa and perhaps that, in itself, suggests that it is not regarded as the important function it is.

The reality of internal branding and internal communication is simple. It is no longer a nice-to-have and strategic management requires the right tools to ensure it is implemented in accordance with corporate governance guidelines and best practice. The benefits are numerous and most importantly, organisations are able to shape their working environment and culture to match their unique value proposition with the behaviours required to deliver the brand promise. The only way to do this is to align the workforce strategies with business objectives, which can only be achieved through effective and strategic internal communication.

Management makes business decisions (for reasons staff often do not understand) and although the messages are communicated clearly and concisely, people invariably react emotionally to them, clouding the original intent. This is the gap between the 'logic', and 'magic'.

The logic deals with business processes, budgeting, planning and strategic direction, etc. The magic is how a business instils a sense of mission, collaboration, and buy-in among its staff.

Internal branding also has a lot to do with change management – it's not about eliminating the 'logic' but rather assisting organisations to navigate through the information overload and bringing them closer to a state of acceptance that will drive the organisation forward.

Critical success factors

To achieve this, a number of key elements need to be aligned. Here is a practical guide to the strategic elements that need to be checked:

- A sound change strategy that acknowledges a shift from a tactical approach to a strategic approach, has to be implemented.
- A stakeholder analysis must be conducted to understand
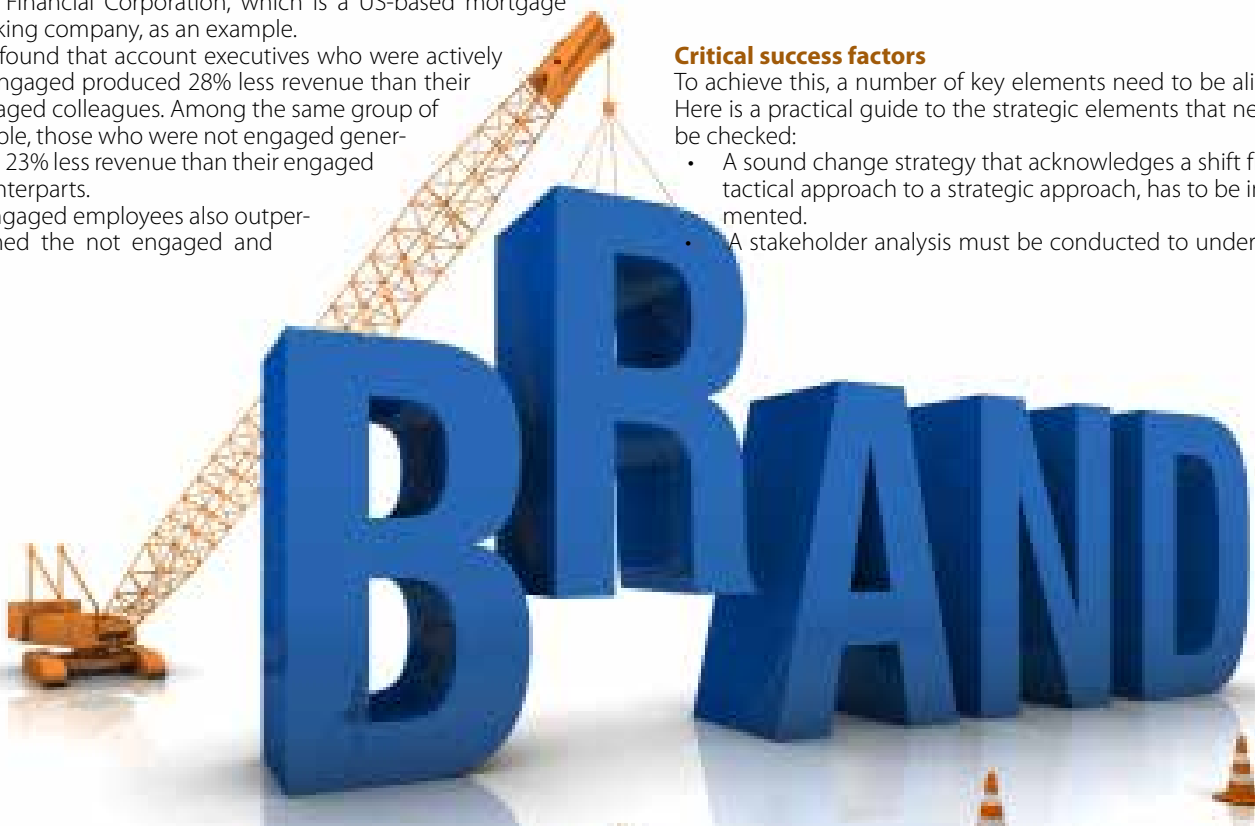
the audience categories. Breaking internal audiences down into primary categories is key, as is understanding their current perceptions, desired perceptions and progression path to achieving this.

- The right tactics must be chosen to communicate key messages to staff such as platforms, channels and processes.
- Managers and change teams need to be trained to communicate the right messages.
- Comprehensive change kits for leaders need to be developed. These are known as 'leadership toolkits' that ensure a consistent story is told throughout the business.

Starting to think strategically

There is often confusion between the strategy, tactics and operations of a communication and internal branding project. Strategy is the vision – where do you see yourself going and what is the desired end state. Tactics speak to how the strategy will be executed in terms creating the vehicles, editing content, administering channels, planning and responding. Operations are the mechanics of how the tactics will be operationalised, such as the resources and timeframes.

Here are some key tips to make sure your internal branding initiative is delivering against best practice:

- An internal brand initiative is a long-term proposition. Don't confuse change with a deliverable!
- Internal branding follows a sequential process – employees first need to be made aware, then have their perceptions changed. Only after that can you focus on getting buy-in and delivering behaviour change.
- Senior leadership must be involved and active participants throughout the process. Internal branding and internal communication cannot be delegated.
- Set clear and measurable objectives and well-defined roles. Don't say you want to 'raise awareness' or 'get staff involved'. Measurement must be about shifting a current state to a desired state by a specific percentage over a defined period of time – to which you will be held accountable.
- Find brand ambassadors who will drive the process on the ground and coach them how to engage employees.
- Conduct a detailed communication audit of the understanding of the initiative you are communicating about.
- Define your internal brand – how the company sees it and how staff see it. The two are often different and

need to be aligned.

- What is your Employee Value Proposition (EVP) and how well does it reflect, support and help your internal brand come to life?
- Aim for participation! People want to be involved. So many companies launch values via emails and posters. Staff don't engage, understand or believe in the brand that way. It has to be done via rich conversations.

While internal brand activations have their place, few, if any, drive management accountability for their leadership role; foster a culture of dialogue; or enhance management confidence – all three critical areas for achieving engagement. If this is to drive business results, the focus must go far beyond a typical approach to a 'campaign'. It needs to be reinforced and supported by the business and its leadership on a daily basis. Effectively, unlike passive broadcast media, this becomes a continuous learning experience and something the business should see as an investment, as opposed to an expense.

*Daniel Munslow is a director at Talk2Us, a strategic internal communication consultancy with over 12 years' working experience with leading listed and multinational organisations. He is a strategist, trainer and facilitator, working with leadership in organisations to assist them in achieving brand engagement with their employees.

Daniel is an IABC Africa regional board member, a judge of the IABC Africa Gold Quill Awards, has served on the Blue Ribbon Panel and is an All-Star presenter at the IABC World Conference. He is also chief judge of the South African PRISA PRISM Awards.

Rhino poaching in the media spotlight

By Suzette van der Westhuizen (GCIS)

From early in 2013 the media warned with headlines such as "This is the rhino's year" (The Star, 7 January) that there was not much time to turn the corner on the escalating problem of rhino poaching. This article reviews events and milestones in the fight to stop rhino poaching and media coverage of anti-poaching efforts.

Dire predictions

The media quoted many experts' predictions that a "tipping point" was near and that by 2015 more rhinos would be lost than the species could regenerate. Conservative estimates predicted that as many as 1 000 rhinos could be poached in 2013. By September, 725 rhinos had been killed and it was estimated that the Kruger National Park (KNP) would have no rhinos by 2020, despite intensified law enforcement and increasingly military action against armed poachers.

Rhino horn demand

Newspapers repeatedly published reports of rhino poaching incidents, often with ghastly details and photographs. South Africa is home to about three-quarters of Africa's 20 000 or so white rhinos and 4 800 critically endangered black rhinos. Reportedly, rhino horn is a status symbol sought by the wealthy in Asia who believe it has 'medicinal' properties. This medical claim is widely discredited. Mozambican villagers who share a border with the KNP and mostly live in poverty are accused in the media of poaching and killing rhinos for their horn, which is sold to syndicates in Asia, where the powdered product fetches higher prices than gold.

Poaching

The media described the KNP as a "guerrilla warfare zone" rather than an anti-poaching area. More than two armed incursions a day were reported in the area. The people involved are said to have military training and use heavy calibre hunting rifles with silencers – some very expensive. The rangers and troops deployed in the KNP are bound by strict rules of engagement and can only open fire on a poacher when they can prove their lives are in danger.
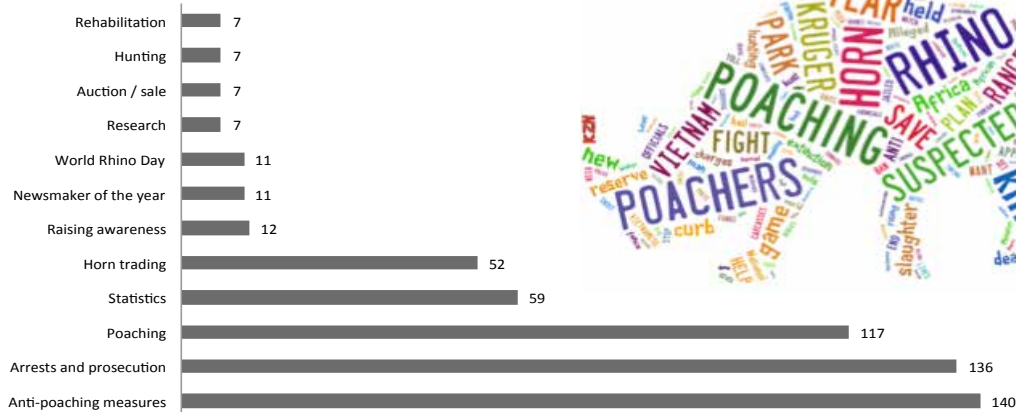
Trade in rhino horn

The media reported that Kenya had applied to the Convention on International Trade in Endangered Species of Wild Flora and Fauna (Cites) for a moratorium on trophy hunting of South Africa's white rhinos. The increase in rhino poaching in South Africa had caused an increase in Kenya. South Africa backed Cites' recommendation that the proposal be rejected. Cites acknowledged that South Africa had taken significant steps to improve its management of rhino hunting.

There was also coverage of certain conservationists and private rhino farmers' lobbying for the removal of the international ban on rhino horn trading and the creation of a legal market to quell poaching. Analysts said the trade ban was creating a situation where rhinos were being killed unnecessarily because an artificial shortage of horns was created relative to demand.

Ezemvelo KZN Wildlife argued that such a decision would effectively elbow out the black market, bring down prices and raise cash for infrastructure in nature conservation parks. Based on the findings of the Rhino Issues Management (RIM) report, Cabinet approved the development of a proposal to Cites to legalise trade in rhino horn. It also approved a proposal for a once-off sale of South Africa's rhino horn stockpile, which could free up billions of rand for conservation efforts. South Africa was, however, cautioned that criminal syndicates could counter-at-

Sub-issues in media coverage on rhino poaching in South Africa

Sub-issues related to rhino poaching

Sub-issue	Count
Rehabilitation	7
Hunting	7
Auction / sale	7
Research	7
World Rhino Day	11
Newsmaker of the year	11
Raising awareness	12
Horn trading	52
Statistics	59
Poaching	117
Arrests and prosecution	136
Anti-poaching measures	140

The most prominent issue reported on relating to rhino poaching was anti-poaching measures. A close second was the arrest and prosecution of perpetrators, followed by poaching and statistics in general. The debate on whether trading in rhino horn should be legalised was also high on the agenda. A word cloud of headlines shows close to the same results, highlighting words such as poachers, rhino, poaching and killed.

tack with a renewed 'tsunami' of poaching and horn stockpiling. A wide polemic raged in the media about the desirability of legalising trade in rhino horn. Some academics said 'uncertainties' in data made an assessment of the effect of the proposed legalisation on the future of rhino suspect. Some even referred to it as an 'ethical' issue.

Hunting
As publicity about the gravity of the rhino poaching issue increased, public opinion against the idea of legal rhino hunting also grew. The media widely reported on a campaign petitioning against rhino hunting packages offered by a private game reserve, especially in view of the fact that the KNP rhinos roamed freely in the park. Conservationists expressed unease about "sending mixed messages" in view of concern about the declining numbers of this threatened species.

Legislation
President Jacob Zuma gazetted new legislation to help crack down on rhino poaching. Amendments to the National Environmental Management Act aim to close loopholes in existing legislation. The media noted that in terms of the amendments, those involved in illegal activities linked to rhino poaching but not physically carrying out the activity, can now also be found guilty of the offence. All rhino horn and other hunting trophies moving through the country would also have to be accompanied by documentation.

Rhino NGOs
The Department of Environmental Affairs asked all non-governmental organisations (NGOs) and individuals collecting funds for rhino conservation and anti-poaching measures to register with it. This was so the department could create order, determine who was doing what and support legal collectors' attempts to stop poaching and weed out illegal collectors.

International cooperation
When Transfrontier Conservation Parks were established, the aim was to "bring together established wildlife in the subcontinent to be managed as integrated units across international boundaries." However, the media reflected a growing belief that dropping the fence in the transfrontier park between the KNP and Mozambique's Limpopo National Park had been a mistake and that rhino poachers mostly entered the park from Mozambique.

Government targeted a number of Asian countries to sign memorandum of understanding (MoU) with South Africa to fight rhino poaching. After signing a MoU with Vietnam, Hong Kong and China on curbing environmental crimes, South Africa also wanted to expand to other countries where rhino horn is sold, such as Thailand. At the core of an action plan agreed to with Vietnam is information exchange, a transfer of knowledge on conservation and law enforcement (particularly in managing the import of hunting trophies to Vietnam) and meeting the requirements of Cites for better cooperation. According to Times LIVE, the horrors of the rhino wars were brought home to a Vietnamese delegation at the KNP, when they were confronted with their nation's alleged complicity in a vast poaching empire. The media urged Vietnamese authorities to use law enforcement and effective public information campaigns to get "the supposed smart set" to see the connection between the useless substance on the shop shelf and the mutilated carcasses of the endangered species dotting the South African veld.
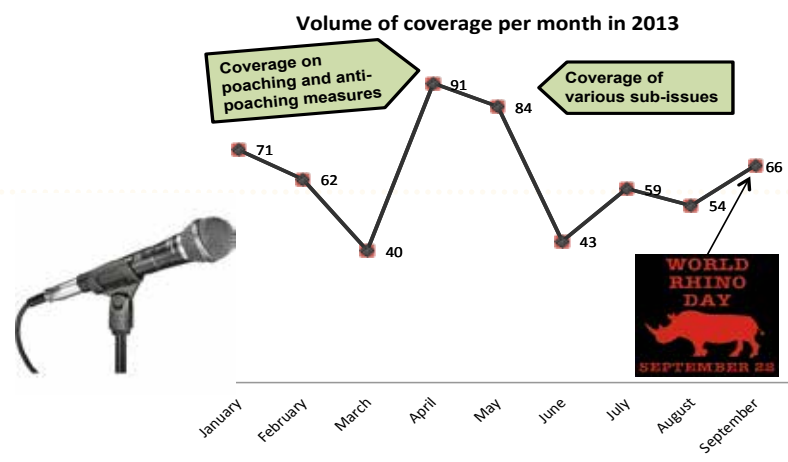
Government assurances
Environmental Affairs Minister Edna Molewa said she had noted with concern the increase in rhino poaching and on World Rhino Day, 22 September, she gave the assurance that government would not allow rhinos to become extinct "on its watch".

Anti-poaching measures
Authorities launched inter-linking campaigns against rhino poaching. Actions taken to slow the killings include the adoption of a military stance in tackling rhino crimes, deployment of unmanned drones, use of surveillance aircraft, rewards, successful arrests and prosecution, appointment of a retired army major-general in the KNP and use of tracker dogs. Stricter criteria for rhino hunting permits saw applications tumble from 222 in 2011 to 90 in 2012.
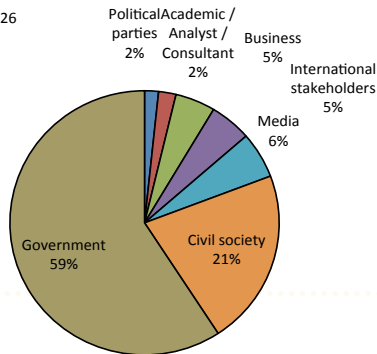

Origin / volume over time of media coverage on rhino poaching in South Africa

Volume of coverage per month in 2013

Coverage on poaching and anti-poaching measures

Coverage of various sub-issues

71, 62, 40, 91, 84, 43, 59, 54, 66

January, February, March, April, May, June, July, August, September

WORLD RHINO DAY SEPTEMBER 22

Most of the media coverage on rhino poaching was apparently generated from interviews granted or statements issued to the media by spokespeople, though it was not always clear from the reporting. Poaching, arrests and events to highlight efforts to curb poaching also contributed significantly to coverage, as did media's own investigations and court procedures following the arrest of poachers. Coverage over the period tracked was erratic from month to month, depending on poaching incidents and successes against perpetrators reported, as well as activities around efforts to curb rhino poaching.

Share of voice on rhino poaching

Most quoted primary voice

Edna Molewa (Environmental Affairs Minister)	32
Albi Modise (Enviromnemtal Affairs)	26
Hangwani Mulaudzi (SAPS)	20
(Environmental Affairs)	18
Ronel Otto (SAPS)	14
Paul Ramaloko (Hawks)	13
Johan Jooste (KNP)	13
Reynold Thakhuli (SANParks)	9
Ian Player (Operation Rhino)	9
Bandile Mkhize (Ezemvelo KZN Wildlife)	9
Jo Shaw (WWF-SA)	7
The Star (Editorial)	6
Dumisa Seshabela (NW Environmental Affairs)	5
David Mabunda (SANParks)	5
Antoinette Slabbert (National Press Club)	5

Share of voice pie chart: Government 59%, Civil society 21%, Media 6%, International stakeholders 5%, Business 5%, Academic / Analyst / Consultant 2%, Political parties 2%

Share of voice

The Minister and the Chief Director Communications at the Department of Environmental Affairs were by far the most quoted primary voices on rhino poaching. They were further supported by spokespeople from SAPS, the Hawks, SANParks/KNP and Ezemvelo KZN Wildlife. Government dominated share of voice on the issue, followed by civil society. This government prominence accounts to a large extent for the positivity in tonality on the matter.

Certain parks drilled into their rhinos' horns, injecting a non-lethal chemical containing dye, which will make consumption of rhino horn a health risk.

Airport scanners worldwide can detect the dye, even in powder form. It has proved to be non-harmful to rhinos, cost-effective and an immediate and long-lasting solution for game reserves targeted by poachers. The media expressed their support for this measure.

The public has also become involved in efforts to save the rhino. Prominent sport stars, actors and other celebrities have joined awareness campaigns to popularise efforts to save the rhino. There have even been media reports of a number of young children raising money for anti-poaching organisations or becoming involved in efforts to raise awareness about the issue.

The World Wide Fund for Nature in South Africa (WWF-SA) reportedly organised the most successful Twitter campaign yet in South Africa and one of the biggest of its kind in the world, creating a "global conversation" about the desperate plight of the rhino. Their "#iam4rhinos" campaign was designed to highlight the issue of poaching, raise awareness worldwide for the five rhino species and promote World Rhino Day. It took Twitter by storm and the #iam4rhinos hashtag trended in South Africa for at least six days, and was also briefly at number one worldwide. It set a record for the number of tweets sent for a single campaign in South Africa (well over 150 000). Tweets were sent from 103 countries, including Vietnam.

Newsmaker

The National Press Club voted the rhino as the 2012 Newsmaker of the Year and would not review the decision amid "cheers and jeers" in reaction to it. The National Press Club explained that this did not mean it considered animals more important than people, but the decision was based on who had received the most consistent coverage from the beginning to the end of the year. Institutions and individuals were urged to take action against the slaughter of rhinos. The media supported the decision, saying the rhino was peaceful,

magnificent, in mortal peril and a worthy 2012 newsmaker.

International media coverage

International media reported that despite armed guards, Africa's rhinos were losing the battle to poachers. It was noted that South Africa, home to almost all rhinos on the continent, had deployed its military, diplomats and police to protect the animals from legions of poachers. The opinion was that this had, however, not been enough to pull rhinos from the brink of species decline.

Analysis

In view of obvious growing concern about the plight of rhinos, the most important and somewhat unexpected finding of a quantitative analysis of the coverage on rhino poaching during 2013 is the positive overall tone uncovered. This can be directly linked to the dominant share of voice (58%) of government in media reporting on rhino poaching. Government was transparent in communicating on the matter during the reporting period, putting out statistics on rhino poaching and successes in arresting poachers. Government was also proactive in communicating its efforts to curb the scourge and in reassuring the public of its commitment to ensuring the future of the animals.

School of Government
grooms public servants for success

By Kopo Lehobye (GCIS)

After several months of speculation about plans for a school for government, Public Service and Administration Minister Sisulu launched the National School of Government (SOG) in Pretoria recently. The school will replace the Public Administration Leadership and Management Agency (PALAMA) and aims to teach students about the manner in which government works and the laws, regulations and policies governing government.

Now that the National School of Government has been established we take a closer look at the current state of our Public Service and how it can potentially benefit from the school.

Opinion survey
Launching a SOG had been a priority for Minister Sisulu for some time and a task team was established to set up the SOG and design the curricula. In May 2013, the SOG Advisory Body, led by Dr Trish Hanekom, approached GCIS to conduct research into opinion on current education, training and development initiatives to inform the set up of the new school and development of curricula. Some of the data gathered in the SOG Advisory Body study has been used in this article as numerical findings and to inform some of the opinion.

The study was conducted among 1 572 government officials from middle-management level upwards in May 2013, using self-completion and telephonic quantitative surveys.

The other dataset used for the article is from the All Media Products Survey (AMPS) and captures the views of 1 546 public sector employees.

Understanding the status quo of public servants, as well as the training and development experiences and needs, will give insight that could assist in ensuring the SOG is effective and successful. Zooming in on the current public servant might also give programme developers points to consider when developing programmes and content, as well as insight into the level at which to pitch the training, especially for existing government employees.

Gender equity
Government has been adamant about gender quotas in places of work and promoting women's access to management positions. However, this has not yet been fully realised in most companies and not even in government itself. The reality is that the Public Service is still male-dominated.

Why is government itself moving at a snail's pace when it comes to achieving gender equity? Is it perhaps that some women are not pursuing managerial positions because of the other roles they play such as those of spouse and parent, among other things? Or is it that the environment is not as receptive as it should be to female managers? At least public servants are generally open to gender equity in the workplace; it seems to be just a matter of meeting the quotas. Perhaps the SOG should consider a module on 'Effective and Successful Transformation in Government' to fast-track the process.

Tapping into experience and knowledge
The SOG administrators seem to be well aware of the wealth of experience and knowledge within the Public Service and plan to draw on this. Slightly more than a third of public servants are between the ages of 35 and 44 and most managers fall in this age bracket.

There is a correlation between the level of management and the incumbent's age, qualifications (for the most part) and experience or years of service. Most managers have been in the Public Service for more than 10 years, some even more than 20 years. It's no wonder the SOG plans to tap into this wealth of experience by using ministers and former government employees as guest lecturers. In this way invaluable knowledge gained through experience will be

KEY FINDINGS: Attitude towards gender equity (general public servant)

### Gender equity statements responded agree/ strongly agree
Overall

Nett Agree	Public Servants (n=1546)
• The man's place is at work, the woman's place is at home	19%
• Men and women should have equal opportunities	82%
• Women should occupy senior positions in government and at work	79%

Source: SAARF AMPS 2012

KEY FINDINGS: Preferred methods of learning (managers)

Preferred methods of learning

What methods of learning are most effective for you as an individual?
Overall

■ Overall (n=1526)
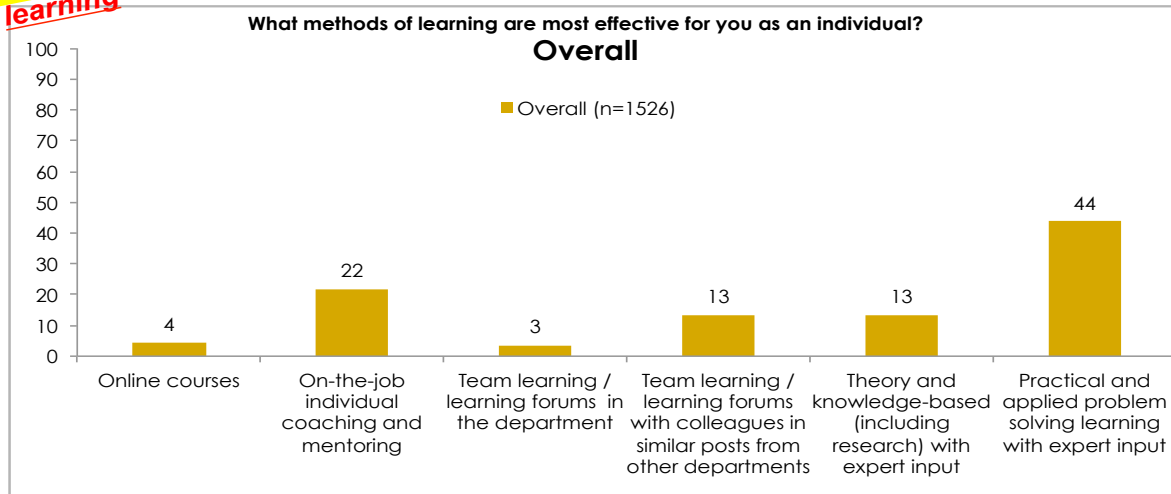
Source: SoG Survey 2013

passed on. Former long-serving managers and ministers will certainly bring to life training that is customised for the Public Service and help guide, train and groom future public servants.

Experience is extremely valuable but not enough for a trainer to be effective. To be well rounded, lecturers also need to have had an academic and/or formal education and qualifications.

Fortunately, our Public Service does not fall short in this area either. At least 37% of public servants have formal qualifications in the form of degrees and diplomas, many others have passed matric (32%) and almost half (49%) of managers have postgraduate degrees.

Their academic credentials, coupled with their experience in the sector, might turn out to be the right combination for the type of trainer needed to groom a professional, effective and efficient government employee.

Continuous learning

It is not enough for current Public Service managers just to have their qualifications; they are continuously encouraged to get training that is relevant to their work.

In the past five years 74% of Public Service managers have attended training presented by an accredited service provider, PALAMA or a domestic tertiary institution. However, only 56% of those that reported attending training felt the training improved the performance of their organisation.

For 53% the training enabled their organisation to achieve policy objectives and serve the public interest. In addition, managers reported that individuals returning from training could not effectively apply the learning in the context of their jobs. Therefore, public servants' training should be customised for them to make a positive contribution to improving service delivery.

Hopefully, the SOG will bridge the gap between theory, which is what most training service providers offer, and the practical application of what has been learnt.

Training that enables individuals to improve their organisations' performance and achieve policy objectives will certainly go some way towards making service delivery even more professional and acceptable – something that the proposed school promises to offer.

Experiential learning

Aristotle once said "for the things we have to learn before we can do them, we learn by doing them". Besides having experienced lecturers for the school and customised training, experiential learning seems to be the preferred method of training.

Experiential learning, which is learning through reflection on actions, can be facilitated with practical and applied problem-solving with expert input. This is the method of learning preferred by 44% of Public Service managers.

Having ministers and former public servants provide expert input backed by years of experience will help provide experiential learning. Furthermore, the proposed lecturers and guest lecturers will be equipped with practical examples and inputs gained through experience that will further facilitate the practical application of what students would have learned at the school.

Many public servants have tertiary qualifications but the extent to which the qualifications align with public sector work and needs is questionable. Therefore, a school for government that will focus on public sector-specific training is certainly welcome, not only for new government employees but also for those already in the service. Hopefully public servants who attend the SOG will help create an efficient, effective and development-oriented Public Service.