relationship between the SAPS and communities in the areas visited as it has shown that obstacles to service delivery can creatively be overcome. It has also indicated the real concern of government regarding problems these communities experience.

ANNEXURE A: ACCESSING THE SERVICES OF THE GCIS' REGIONAL DISTRIBUTION NETWORK – PRINCIPLES AND PROCEDURES

Background

Through the over 3 000 distribution points established by the GCIS across the country, a strategic opportunity has emerged for government departments that are looking for support and assistance in extending the reach of their distribution strategies.

The GCIS has nine regional offices which each has an Information Resource Centre (IRC), staffed by an information secretary, where material can be sent for distribution. The GCIS also has two additional IRCs, one at Head Office in Pretoria and one at the Parliamentary Office in Cape Town. Please contact the Pretoria office on (012) 314 2134 or Cape Town office on (021) 461 0070.

1. The GCIS has decentralised its liaison functions in provinces to the level of district municipalities. There is at least one communication officer in each of the 48 district municipalities and even two in vast or populous districts. Each district officer or MPCC has also established a mini-IRC as a distribution point.

2. The GCIS has entered into partnerships with various community structures, clinics, crèches, NGOs, local governments, businesses, etc. where distribution points have been established and are serviced on a monthly to bi-monthly basis by district-based communication officers. Many of these networks are shared with communicators from provincial and local governments, and there is therefore a growing network of these points nationwide.

How can I make use of the GCIS distribution network?

In order to properly manage distribution support, the following key principles have been put in place:

1. 1.   The process outlined below is tailored specifically for a partnership with the GCIS Regional Offices and district offices. The total development of a distribution strategy for a campaign, which includes marketing and media buying, is handled by the Directorate Marketing, Advertising and Distribution (MAD) in the GCIS.   Usually such a strategy would have formed part of an overall communication strategy development process, which would in such cases be directed to the GCIS Project Desk.
2. If material has to be distributed through regional and district networks of the GCIS, the client department needs to have a manageable size of resource material (few thousands and not millions as such large volumes require procurement processes. A rule of thumb is approximately 10 000 per province as print runs of 90 000 to 100 000 are manageable. **GCIS regional offices and partners do not have the capacity to handle bulk distribution.**

3. The client department needs to approach the Directorate: LLIM with the request and indicate the development communication content of the material and the programme it is intended to support (that is, in cases where it is simply a matter of distributing information resource material and not the development of comprehensive campaigns as outlined in 1 above).

4. A language profile for each province/region will be provided to guide the client on the quantities and languages to send to each specific province/region.

5. The data base of all disability groups/organisations around the country assists clients to reach disability groups as well and to cater for their needs and assess the quantities of, for example, Braille material, which can be managed.

6. Contact details of organisations which cater for these special needs are also available on request, so that clients can outsource their services to these organisations if the need arises.

7. Only once a clear agreement has been reached between the client department and the Directorate: LLIM, is a detailed brief sent to each GCIS Regional Manager with the details of the quantities to expect, delivery dates and who the primary target groups are for the distribution of the material.

8. Once this brief has been agreed to, the client will post material at their own cost to Regional Offices, based on an address list provided by the Directorate: LLIM.

9. Material must reach GCIS Regional Offices during the very first or last week of a month. During the first week of a month, all district-based communication officers meet at the Regional Offices for their monthly staff meeting. The Information Secretaries in the IRC will divide your material into district-based distribution groups. Upon leaving for their regions, our communication officers will take the material with them and start the distribution process using the following principles:
   a. **We do not handle short-notice distribution – that is where the material is dated and has to be distributed within a limited timeline – we only handle educational and information products which have a longer shelf-life and where your need is to extend the reach and access of your products, especially to rural communities.**
   b. **We will provide the client with a distribution profile indicating where the material was distributed and to which primary groups.**

10. Any resource material sent directly to GCIS Regional Offices, without the written approval of the Directorate: LLIM, will not be distributed.

For more information contact the Directorate: LLIM on (012) 314-2133 or 314-2199

ANNEXURE B: HOW TO DEVELOP A COMMUNICATION CAMPAIGN WITH THE GCIS REGIONAL OFFICES

Do you want to run a campaign at MPCCs?

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Through the GCIS Regional Offices a strong presence has been developed at local community level, especially at the 57 operational MPCCs nationwide (as at June 2004). Most important in this regard is the ability to target specific interest groups who form part of the WIMS, a comprehensive communication profile, which the GCIS has developed for each district and locality.

For example, the Department of Trade and Industry (the dti) wished to engage with local level economic stakeholders be they small businesses, community- based economic service-providers, Local Economic Development officers of municipalities and the various organised structures of business. GCIS communication officers based in MPCCs at Matsamo in Mpumalanga and Namahadi in Free State were able to arrange stakeholder meetings where the dti presented their products. Such development communication workshops were successfully held in both MPCCs in October 2002.

MPCCs were intended by government as a means to a specific end and not an end in themselves. This end is greater community involvement and empowerment through access to and awareness of information and services from government. The purpose of such access is to improve people's lives by providing useful information. Operational MPCCs are intended as a base for programmes and information campaigns, *Izimbizo*, roadshows, distribution campaigns and community meetings, to mention but few. Once an MPCC is launched, the vision is for government departments to add value to these Centres through intensifying their campaigns and services.

Some of the advantages in using an MPCC include:

- It is a strategic access point, which is well known in the community.
- It is a place where communities gather and where the questions they ask about government programmes can be documented and reported to relevant service-providers – a place to generate frequently asked questions and appropriate answers.
- Given that the GCIS has established a local database at every MPCC, the relevant and affected role-players in each community are known and consultation and participation processes are so much easier and more inclusive.
- MPCCs offer places for continuity and aftercare and are instrumental in letting communities know that government is there to serve.
- MPCCs have become strategic hubs of wide networks reaching to the most remote part of districts. They are as such 'gateways' to wider networks, contact points and communities than simply those around the MPCC.

Among the roles envisaged by the GCIS in the establishment of the Directorate: LLIM in 2002, was the enhancement of the services offered by MPCCs to communities through strategic value additions and partnerships. This has already been successfully tested with a wide range of government departments. Please feel free to contact us in this regard.

> **The GCIS has established the Project Desk as an entry point for the design of crosscutting communication campaigns.**
>
> **For more information in this regard, please contact (012) 314 2293.**
>
> **If you simply wish to add value to an MPCC or are interested in a specific line-function campaign at an MPCC, please contact (012) 314 2133.**

Have you considered the strategic value, which MPCCs can add to your campaigns?

GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM
Directorate: Local Liaison and Information Management

TOWARD A COMMUNICATION SYSTEM FOR A DEVELOPMENTAL LOCAL GOVERNMENT

CONTENTS

3.   THE LOCAL GOVERNMENT COMMUNICATION SYSTEM

- Communication structures, systems and processes at local government level are in the formative stage and may not be well capacitated to meet the communication challenges that play themselves out from time to time.

- The Municipal Structures Act, 1998, Municipal Systems Act, 2000, the Access to Information Act, 2000 and the Constitution of South Africa,1996 place unique obligations on local government communicators and oblige high levels of transparency, accountability, openness, participatory democracy and direct communication with the citizenry in improving their lives for the better.

- The involvement of local people as agents of social change are significant in the implementation of the broad government programme of action in general and that of local government in particular. The challenges of local

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government service delivery are inextricably linked to the concrete building of partnerships.

- The communication environment within which the system of local government communication operates is very liquid, ever changing and at times predominantly ambivalent and negative towards the programme of action and the efforts of the local government structure.

- The communication system should enable local government to communicate in an efficient, co-ordinated, integrated and coherent fashion. Building capacity, both human and capital, in the local government sphere is fundamental to ensuring that the central message of the government as outlined in both the President's SONA and the national GCS, is communicated in an integrated, consistent and well co-ordinated manner.

- The local government communication system must make sure that municipalities and government departments provide full and accurate information on management, costs involved and nominated person in charge for services.

4. CHALLENGES FACING THE SYSTEM OF LOCAL GOVERNMENT COMMUNICATION

- There are often strong negative voices pertaining to service delivery and the role of elected office bearers in some communities.

- Prevailing preoccupation of media with aspects of remuneration of public officials locally and disconnection of services and little interest in development initiatives.

- The media generally shows very little interest in successes of service delivery reaching remote rural and historically under-serviced communities. Local Government communication structures are underdeveloped in the majority of municipalities except Metros. A coherent system for the integration of the three spheres of government in as far as communication is concerned is emerging but not in place yet.

5. PARTNERSHIP WITH THE MEDIA

Local media consists of those channels communities use to share information.These channels may include community radio, community newspapers and meetings such as an *Indaba* or *Makgotla*.

- It is necessary to engage the local media to report objectively and accurately around rural developmental programmes.

- Communicators must recognise the need to build confidence and trust in local government, and further reaffirm the centrality of lending a hand to communicate a message of hope around government service delivery.

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- Build partnerships with the community media and African language radio stations to ensure that local government messages are communicated in a way best understood by the target audience.

- Capacitate and build a professional cadre of communicators the local government who will be able to engage the media effectively and efficiently in the process of social change.

- It is important for local communicators to be able to analyse the local media environment and respond effectively when questions about service delivery arise, often out of negative media reporting. Such a role is usually heightened during election periods as issues of service delivery at local level significantly impact the relationship with the media. Guidelines for government communicators during an election period are issued by GCIS and should be complied with by local government communicators.

Important **actions** to ensure an <u>effective partnership</u> with the <u>media</u> include the following:

Some possible interventions to develop a more proactive local media policy include (see also the section on working with the media in this Handbook):

- **BUILDING POSITIVE WORKING RELATIONSHIPS WITH THE MEDIA**
  - Engage in media outreach programmes
  - Formulate guidelines for media outreach programmes
  - To formulate a draft media policy and strategy
  - Establish local Press Clubs
  - Develop guidelines

- **MEDIA ANALYSIS**
  - Lobby GCIS, the South African Local Government Association, and the Department of Provincial and Local Government (dplg) to establish analysis team

- **MEDIA MONITORING**
  - Create awareness of importance of ongoing monitoring and evaluation

- **MEDIA DEVELOPMENT & DIVERSITY AGENCY**

  - Awareness of road shows
  - Promote the MDDA
  - Use/support community media institutions

- **SPOKESPERSON**

  - Make model recommendation/s on responsibility and guidelines

- **LEARNING NETWORKS**

    - o Engage the South African National Editors Forum (SANEF)
    - o Reporting Structures from GCIS and associated bodies and forums
    - o Standard Operating Procedures

- **PROMOTION OF ACCESS TO INFORMATION ACT, 2000**

    - o Awareness programme
    - o Develop guidelines

- **MONITORING**

    - o Ensure proper monitoring of the media environment to develop timely responses

6. CAPACITY BUILDING FOR LOCAL GOVERNMENT COMMUNICATION

Capacity building entails building tools, skills and support to enable councilors and officials to do their work effectively and efficiently. There is a need to create an enabling environment for structures and processes for coherent communication.

The following were identified as key skills needed to build capacity and consolidating the local government communication system: **community liaison**, **networking**, **facilitation**, **negotiation**, **research**, **media liaison**, **communication planning** and **strategy**, events **management**, **understanding of government policy** and **linguistic** or **communication skills**.

Important capacity building **interventions** for local government communication, include the following:

- ➢ The local government system has to meet the information needs of all sectors of society by promoting active and popular involvement of the people in the practical implementation of government's agenda of action.

- ➢ There is a need to build capacity for both local government communicators and staff with a view to equip them with the requisite skills to communicate simple messages effectively.

- ➢ Municipalities should provide financial resources for human resource development, communication infrastructure and support.

- ➢ The utilisation of Information and Communication Technology and the creation of an electronic distribution list for local government communicators will help facilitate rapid response capacity to issues that may arise in the communication environment.

- ➢ GCIS, dplg, SALGA and Provincial Heads of Communication should ensure that the national communication strategy and provincial

communication strategies help shape the character and nature of the local government communication system in order to ensure that government communicates with one voice. This would be aided by the effective use of all forums / platforms where coordination and networking can take place, both in a formal and non-formal way.

7. ENHANCING CITIZENS' PARTICIPATION

- Communication is central to local governance and the provision of quality services to the citizenry. This is largely as a result of the role it plays in mobilising residents to participate in communicating a message of hope about the progress, challenges and opportunities in bettering the quality of life of people in communities.

- *Letsema* and *Vuk' zenzele* campaigns provide opportunities for municipalities to promote and enhance citizen participation and direct communication. Municipal outreach programmes are fundamental for participatory democracy and interactive governance. All municipalities promote interactive governance and communication through *Izimbizo* to promote direct communication with the citizenry around the implementation of the Government Programme of Action in the language spoken in that municipality. Where Municipal Outreach Programmes do not exist, they can be developed as effective two-way interaction vehicles around the community development projects, economic opportunities and especially IDP processes.

- Municipalities could effectively utilise MPCCs as places of development communication and increased dialogue with the public.

- Build partnerships with the communities, NGOs, community-based organisations (CBOs), faith based organisations (FBOs), trade unions, schools and all social formations in the development, implementation and monitoring of IDPs and other community projects, which may better the quality of life of communities.

- Municipalities could use MPCCs and community halls for live transmissions of, for example, the State of the Nation Address and Budget votes – to ensure that people are involved, and participate in discussions that shape and enhance their lives.

    The ways of increasing citizen participation may include:

- Adopt *Letsema* in accordance with the theme months to heighten communication, and also through private-public partnerships to enable communities to become their own governors in the process of social change.

- Outreach programmes at ward and municipal level help to promote participatory democracy, two-way interaction with the citizenry and interactive governance around community development projects and economic opportunities. Building partnerships with the communities, NGOs, CBOs,

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organizations FBOs, trade unions, schools and all social formations and community media assists in mobilising citizenry support for outreach programmes.

- *Izimbizo* to promote direct communication with the citizenry on government programmes, supplemented by the use of MPCC as a development communication methodology.

8. STRUCTURES AND SYSTEMS

The establishment of a system of government communicators has largely focused on national and provincial spheres of government, as these were historically better resourced and structured. Local government communicators were, and to a large extent still are, Public Relations, Marketing and Media functionaries. Target audiences to be served by the local government communication unit are however, more diverse and require co-ordination and integration of communication across the municipality.

- Communication units and structures are structured in a manner that will be able to serve a number of target audiences (internal and external) and meet the communication objectives of the local government. It is a trend that units are ideally located in the Office of the Mayor, with strong links to the Office of the Municipal Manager.

- A SALGA Communicators' Conference is envisaged as an annual event, which will amongst others, address the alignment of municipal communication strategies with the provincial and national communication strategies in accordance with the core message pronounced in the President's SONA.

- The GCF meets quarterly to provide a platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the government's commitment to accelerate service delivery. Mechanisms to strengthen the integration of local government into the GCF are being investigated.

- Districts are encouraged to establish a District Communicators Forum, which will pay a leading role in the realignment and integration of a coherent communication strategy.

- All municipalities should develop their own communication strategies, and ensure alignment with the central message of the government every year. In this regard Provincial Communication Forums are encouraged to establish Communication Strategising Resource Teams (CSRTs). The CSRT is a mechanism (possibly a sub-committee of the Provincial Communication Forum) to facilitate communication strategising sessions for municipalities at local and district level. Such a core team can comprise communicators from

all three spheres of government communicators in the province and relevant parastatals. A best practice example is operational in the Eastern Cape.

- Provinces should establish a Local Government Communicators Forum convened by SALGA provincial structures either as a stand-alone structure or integrated with the provincial communication forum.

- It is further recommended that District Communication Forums be established to address some of the following communication tasks at local level:

  ➢ establish a forum / network representative of local municipalities within a District
  ➢ meet monthly or quarterly and deal with a review of district and local communication strategies
  ➢ serve an in-house training forum and address any other business relating to communication in government
  ➢ serve as point of contact for communication efforts from both provincial and national level
  ➢ act as a mechanism of local government representation to the provincial and national communication forums
  ➢ co-ordinate and network communication programmes with ward committees thereby strengthening citizen participation.

Important **actions** to ensure an <u>effective system and processes</u> in local government communications, include the following:

➢ Communications should be one department/unit and not divided between political and administrative structures.

➢ Communications should be located within the office of the Executive Mayor/Mayor, and take direction from the Mayor. However there should be strong linkages with the Municipal Manager/City Manager and, as officials, the staff should report administratively to the Municipal Manager/City Manager.

➢ The HoC should be part of the decision-making process of management. He/She needs to advise management about best communication practice and to alert communication staff about breaking news or potential alert situations arising from management meetings and discussions. This allows for rapid, proactive response to the media and adds to the credibility and image of the municipality as one which is well organised.

Possible Structural Options For Consideration

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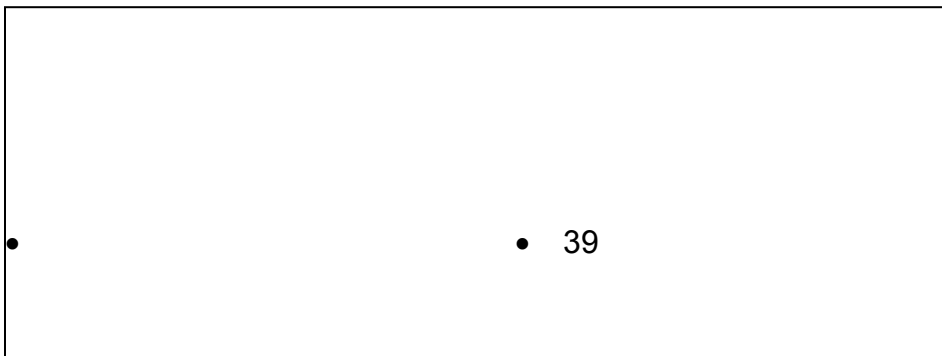
Provincial SALGA Communicators' Forum
With representatives from the following:
- All District Communication Officials
- Metro Communication Officials
- Political Portfolio Chairpersons
- Office of the Premier
- Legislature
- GCIS
- Parastatals e.g. Telkom, Eskom, Amatola Water Board, ECDC,Tourism Board
- National and Provincial Departments

(Representatives of which participate in the national quarterly GCF)

District Communicators' Forum
With representatives from the following:
- Communicators from category B Municipalities
- Portfolio head for Community Liaison at category B Municipalities
- Dept Housing, Local Government and Traditional Affairs
- GCIS
- Ad hoc: Government Department Communicators where applicable

Local Municipality Communicators' Forum
With representatives from the following:

- Communicator/s from Local Municipality
- Portfolio head for Community Liaison at Local Municipality
- Up to 2 representatives per Ward Committee
- Ad-hoc: GCIS
- Ad-hoc: Dept Housing, Local Government and Traditional Affairs
- Ad-hoc: Government Department Communicators where applicable

Ward Committee
With representatives from the following:
- Ward Councillor

Members of the Ward Committee representative of all population structures in the community

2. Assessing adspend to ensure it targets all Living Standard Measure (LSM) groups, especially LSM 1-4, in the context of government's overall communication mandate.

3.3 Practising proper target audience analysis to inform advertising and media strategies.

3.4 Tailoring messages to specific groups along the lines of language and access to resources will be made possible through the application of the following tools:

- Telmar software, a media-planning tool that allows a communication specialist to get insight into the psychographic, demographic and geographic profiles of the target audience.
- Media Group Measures (MGM), a tool that enhances the information gathered by only analysing LSM groups. The tool has classified the South African population according to media consumption habits, graded from 1-8. This is especially important to government communicators because of the diversity of the audiences it seeks to communicate with.
- Keeping up-to-date with the trends and developments within the marketing and advertising industry will provide one with requisite information that will add value to communication activities.
- Proper understanding and application of the Development Communication approach to better target rural-based communities.

3.2.4 Timeous planning for communication campaigns to ensure that all target audiences are targeted, supporting above-the-line advertising with media vehicles preferred by lower LSM groups, namely outreach programmes, dramas and *Izimbizo* , which otherwise would not be implemented due to longer lead times.

3.2.5 Embracing the multimedia approach for communication campaigns for greater reach and impact through print, radio, outdoor, below-the-line and emphasis on unmediated communication, along with the extension of government's communication infrastructure through MPCCs and *Imbizo*.

4. CURRENT SITUATION

4.1 Bulk-buying contract

In 1998, GCIS initiated a contract for the bulk buying of media space and time. This service was established in line with the Comtask Report that found that *ad hoc* advertising by government was wasteful and that with better media planning and centralised buying, substantial savings would accrue for government.
The pooling of government's annual advertising expenditure in pursuance of cost savings and discounts brought about the establishment of the facility for government.
Currently, more than 14 departments participate in the contract and are thus authorised to utilise the GCIS media buying delegation. In order to promote rational use of resources and consistency in pursuing media procurement practices that further promote equitable targeting of communication, it is of critical importance that all departments should participate in government's bulk-buying contract.

4.2 Contributions to the transformation of the advertising industry process
GCIS, in collaboration with the media bulk-buying agency, prioritises equitable distribution of adspend through the following tactics:

- Proper target audience segmentation to ensure that target audiences falling within LSM 1-4 grouping are accessed in accordance with their media consumption habits. This process is enabled by tools like Telmar Software, which uses research information like the South African Advertising Research Foundation's All Media and Products Survey data, MGM, Future Facts, etc. to customise cross tab reports and assist in creating insightful media plans and strategies.
- Post-campaign analysis to determine value for money.
- Monitoring government's advertising expenditure patterns on a monthly basis to promote use of the most appropriate channels, and note any variations.
- Tailoring messages to specific groups along the lines of language and access to resources.

5. MECHANISMS IN PLACE TO MONITOR AND FACILITATE COMPLIANCE

5.1   Departmental HOCs' compliance will be monitored through the Peer Review System.

5.2   Annual or bi-annual surveys will be done to track government adspend against the Advertising Transformation Index report baseline research.

5.3   Advertising expenditure patterns will be monitored on a quarterly basis, and a presentation will be made to the GCF. Departments who do not participate in the GCIS media bulk-buying facility will be required to submit quarterly reports to GCIS' Marketing Section.

5.4   All HOCs will be required to report on the implementation of the Values Statement of the marketing and communications industry, adopted on 23 April 2003, and to monitor contributions towards the transformation process.

5.5   GCIS will facilitate workshops and other capacity-building initiatives for all communicators to ensure that they are kept informed of the developments in the industry.

5.6   GCIS, through the media bulk-buying facility, will assist departments to develop realistic strategies and plans, facilitate pre-testing of messages and actual placement and conduct post-campaign analyses to measure impact against set objectives.

How to launch an awareness campaign

The Minister has asked you to head the team that will be responsible for marketing and advertising. This may look like a daunting task but if you just calm down and follow this friendly advice you will be the queen or king of government communicators.

A good starting point to launch an awareness campaign is a brainstorming session with your team. The session should focus on the following:

- Set clear objectives

- Identify target audiences. (You may request the GCIS' marketing, Advertising and Marketing division to provide available media research findings).
- Develop key messages.

- Adopt a budget.

- Link the budget to specific marketing and advertising activities.

- Project Implementation Plan.

Basic steps to maximise advertising and marketing in government communication:

REMEMBER!!!
Your objective is to alter the environment in which you communicate by eliciting favourable responses from your audience and influencing their behaviour without resorting to propaganda.

Cost-breakdown structure

This includes a number of specific actions necessary to determine the cost of each task and the project as a whole. This task requires that the cost allocated to each task ultimately roll up to an approved total cost. The components of this process are:

(a) Estimating costs

- Identify similar previous projects and obtain the cost data
- Identify similarities and differences between the current and past projects
- Adjust the cost estimates of the current project to suit cost fluctuations
- Obtain the approximate rates for each major activity or cost driver
- Document the total cost estimates
- Compile a resource management plan, which should include a staff and infrastructure requirements plan, and total project cost estimates.

(b). Compiling a budget

- Summarise project cost estimates by time periods
- Create an expenditure plan by performing the following:
- Identify items, which would require tender procedures
- Determine when these items must be ordered or purchased
- Collate the expenditure plan and the cash flow statement into a project budget.

Media Buying
When buying space in the media for promoting departmental activities and programmes, remember that you are dealing with public funds and should therefore ensure that the money spent is justified by your predetermined outcomes.

Procedures for bulk buying and advertising:

The GCIS has developed the following guidelines and requirements through which the best value can be extracted from the huge financial investment in advertising.

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These guidelines are an attempt to define the very best working practice to minimise the potential for financial risk and fulfil the vital requirement of government to communicate with its citizens.

Disclosure of Budgets

The very first process to be completed in order to secure the levels of bulk discount that are appropriate to the GCIS is the full and early disclosure of the total financial investment that has been budgeted for the forthcoming financial year.

Media Modus Operandi

With the wealth of communication choices available to reach a given target market, it is essential that the media planner is involved in the campaign development process from the beginning. The overall team working on the GCIS will consist of four principals, namely: Departmental Heads of Communication, GCIS, Creative Agency/ creative source and the Media planning and buying agency.

Interaction between departments, the GCIS and the media agency.

Stage 1.   Planning and Buying –
               Media Strategy

Stage 2.   Planning and Buying.
               Tactical Media Planning and Buying

Stage 3.   Campaign Monitoring

Stage 4.   Financial and Billing procedures.

Preparing a Brief

• Who should participate?
All stakeholders involved in the campaign should be present at the briefing. These should include HOC or any designated person, GCIS client co-ordinator, the appointed media planning and buying agency, and the creative agency.

• When should it take place?

There is no standard timeframe, except that it should always take place as early as is possible.

• Who is responsible for what?

The media planning and buying agency is appointed as the sole media strategic and tactical media agency for the GCIS and as such is paid a fee to provide its services. The appointment is made on the basis of competency and suitability for the task

• **Content of the Brief**

The following is a checklist that includes all the elements required by a media agency to deliver the appropriate media strategy and tactical plan that will guide the buying of the media time and space required to deliver the campaign results. For administration purposes, the following generic information is required:

- Campaign Brief
- Budget
- Date
- Department/s, Section (if applicable),
- Campaign
- Control No
- Issued By
- Requested Deadline
- Agreed Deadline.

What are the next steps?

Once the brief has been received and accepted by the agencies, work toward the delivery of the communication campaign will begin. At all times the departmental co-ordinator and relevant GCIS staff should make themselves available to the agencies to answer questions that affect the effectiveness of the campaign. This is just the beginning of the communication process and the brief can often be seen as the starting point from which the final campaign will evolve.

The media buying department will then book and confirm space/time, check the campaign for clashing interests and issue the creative agencies with media chase lists detailing insertion/flighting dates, sizes/duration of advert and material deadlines. The creative agency will then supply the Media Buyer with TV/Radio flighting codes and Print key numbers/captions.

The media buyer will then prepare and issue flighting schedules and copy instructions to the relevant media owners. In the event of any misflightings or poor reproduction, the Media Buyer will then negotiate compensation and advise GCIS accordingly.

• Issuing of purchase order numbers

Each approved media schedule, whether it be TV, Print, Radio or Cinema, requires its own individual purchase order number which is to be attached to the schedule at the time of signing off by the GCIS. This purchase order number is essential in that it provides physical proof that the buying agency has received approval to secure the time and space as detailed on the Implementation Plan and Buying Brief. Without this purchase order number they are not in a position to secure and confirm time or space. Before order numbers are issued, departments must transfer funds to the GCIS account.

• Penalties for late payment

Overdue payments will be reconciled and charged at 2% over the standard base rate.

• Reconciliation of Account

Any debits or credits passed for a specific month will be included in the following month's account.

Distribution

If your marketing strategy includes the distribution of material to your target audiences, do consider the following:

- Ensure that the material is tailored to the needs of your target audience.
- Your method of distribution must take into account the location of your audiences (urban-rural divide), language, gender and cultural issues.
- Where appropriate the material must be distributed electronically.
- Since distribution can be a time consuming, costly and labour intensive activity, you may want to employ the services of a reputable distribution agency. Consult with the GCIS with regard to suitable agencies.

4.9 MANAGING THE CORPORATE IDENTITY OF GOVERNMENT

What is Corporate Identity?

Every organisation, company or brand has a distinct identity that differentiates it from competitors. It allows customers, audiences, suppliers, stakeholders and staff to recognise, understand and clearly describe the organisation concerned. The complex identity of an organisation includes the effectiveness of its services or products, the shared values and ambitions of its employees, the corporate tone of voice and public relations profile. Naturally, its visual appearance or visual identity plays a key role.

Visual identity manifests itself in many ways. In addition to its logo, typeface and colours, the following all contribute to the brand architecture created by the identity: stationery; marketing literature; buildings; signage; customer information; vehicles, and every aspect of promotional activity from a high-profile advertising campaign to the design of a promotional leaflet.

Why Corporate Identity for government?

The public sector in South Africa is vast and confronted with a multitude of challenges in a very competitive service and communication environment. Often these challenges are determined by the socio-economic and political environment of the country.

The initiative to establish a Corporate Identity for government was derived from the following Comtask Report recommendation: 'It is proposed that all Government buildings have recognisable corporate imaging and that documents and other products have a design or official logo that makes them easily identifiable and accessible.'

This is addressed by applying the Coat of Arms to a branding strategy for the whole of government. Government departments compete with each other for staff, funding, customer service and a share of voice and mind. This is a minor phenomenon when compared to the extent of the competition for the same resources and assets with the

private sector. The only way to achieve success in such a highly competitive arena is through differentiation, by developing a distinctive brand personality and set of values, which appeal to the State's key audiences.

When well managed, Corporate Identity can be a powerful means of integrating the many departments and programmes essential to the State's success. It can also provide the visual cohesion necessary to ensure that all corporate communications are coherent with each other and result in an image consistent with the State's ethos and character.

What is the Corporate Identity for government?

The ushering in of democracy in South Africa meant that the national symbols had to reflect the principles of the new era. The National Flag was introduced in 1994. The Cabinet approved the highest visual symbol of the State, the National Coat of Arms, as the official Corporate Identity for government in March 2000. The National Coat of Arms was launched on 27 April 2000.
The Department of Arts and Culture, through the Bureau of Heraldry, registers and promotes the national symbols. Part of the responsibilities is to protect the integrity of the symbols through the Heraldry Act, 1942 (Act 18 of 1942), and the general guidelines made available to the people. The Bureau of Heraldry registered the design of the Coat of Arms, thereby assuming responsibility to protect and promote it.

In 2001 the GCIS initiated the design of the new Coat of Arms and commissioned research on the application of the Coat of Arms into the Corporate Identity programme for government. The main objective of this research was to solicit input from the key roleplayers on how the Coat of Arms should be applied consistently as branding throughout government.
The research report made a number of recommendations, including the development of a branding manual.

The new Coat of Arms Guidelines regulate the use of the Coat of Arms as branding for government. The Guidelines communicate the important message on the respect and limits to the use of the Coat of Arms, to further protect them from unjust commercial exploitation and abuse.
The Guidelines also help in the popularisation of the Coat of Arms.
To address the current inconsistent application of the Government brand, the GCIS has developed a *Corporate Identity Manual* for government. The *Manual* facilitates easy recognition of communication from government by the public. Among others, the *Manual* provides a graphical detailing of the Guidelines and informs the colour, palette, typography, page layout, paper, templates and procedures for the consistent application of the corporate brand by all departments.

What are the other Corporate Identity elements?

Corporate Identity changes can be accompanied by widespread changes to organisational culture, quality and service standards. If done well, and if publics experience a great new or improved experience, then the changes will, over the longer term, have a corresponding positive effect on brand image. Brand Identity is the total proposition that an organisation makes to consumers – the promise it makes. It may consist of features and attributes, benefits, performance, quality, service support, and the values that the brand possesses. The brand can be viewed as a product, a

personality, a set of values, and a position it occupies in people's minds. Brand Identity is everything the company wants the brand to be seen as.

4.10 **CAMPAIGN MANAGEMENT**

Over the past few years of the new political dispensation communicators have had to deal with specific campaigns, which required planning and management. To name just a few, the government has dealt with the Arrive Alive campaign, HIV/AIDS awareness, Taxi Recapitalisation Programme, and many more. Many of these campaigns have presented communicators with a variety of challenges. For all of them there are basic steps that are essential to guarantee reasonable success. Another challenge is that a developmental paradigm requires communicators to understand and plan campaigns in a particular manner.

When a campaign is to be embarked upon, it must be preceded by:

- Thorough research of its objectives, audiences, feasibility and possible consequences
- Identification of costs and capacity needed
- A clear strategy and programme of action
- Project leadership
- Crisis anticipation (Drawing of scenarios and possible solutions)
- Identification of key players and timeframes
- Consistent, efficient and effective   communication with the target audience
- Decision on the leading communication voice on the campaign if necessary
- If you are to select an agency to manage a campaign, have clear guidelines, based on the objectives of the campaign. Efficiency is crucial.

Managing communication projects effectively

Project Design

This process seeks to guide you as a communicator to identify key issues when managing a communication project. It will help you manage what steps you have to undertake to achieve maximum success.

A. Project Identification

1. Project Title
2. Client
3. Project Leader (GCIS)
4. Project Leader (client)
5. Theme supervisor

B. Project design process flow

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