

VERWYSING: S 15/6

1993 ~g- 5 4

Die Voorsitter

Onafhanklike Mediakommissie
Media Tegniese Komitee
World Trade Centre

Kamer U 101

KEMPTON PARK

Geagte Meneer

JAARVERSLAG 1992 : SUID-AFRIKAANSE KOMMUNIKASIEDIENS (SAKD)

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To the Minister of Constitutional
Development and of
Communication

| have the honour of submitting the
1992 Annual Report of the South
African Communication Service

@324 .

=RV EINIIER

Head: South African Communication
Service

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FOREWORD Â®

During the period 1 January 1992 to 31 December 1992, the South African Communication Service (SACS) further entrenched a business principle approach, ensuring an increasingly cost-effective, professional and reliable communication service. This assisted the government of the day and the Public Service in carrying out their responsibility to inform the public on government policies and the implications of such policies, and to convey information on government services.

During the past year, the SACS voluntarily made substantial cutbacks in its personnel and posts. This has ensured a better balance between personnel and operating costs, thereby eliminating the need for a budget increase in the new financial year. Unfortunately, a number of personnel members had to be retrenched. Although this was done with empathy, it left scars of vocational uncertainty which necessitated a period of consolidation.

A further important development was the decision to discontinue Southern Africa Today, SA Panorama and the Calendar, as these publications no longer satisfied the needs of the wider South African community, and they were not cost-effective. Southern Africa Today and SA Panorama will soon be replaced respectively by a cross-cultural youth magazine and a quarterly publication which will be dedicated to specific topics of national interest, for example tourism, the manufacturing industry and the year of the family. In the case of the latter publication, participating departments will be responsible for the costs involved.

The inter-community relationship function which was transferred to the SACS has received priority attention. The SACS, acting as facilitator to bring communities together across artificial divides, is increasingly helping to ensure that meaningful and grassroots debate on the future of communities takes place. The increased contact and mutual understanding which is being established is very encouraging. Considerable successes have been achieved and an ever-increasing demand for more such ventures is being experienced.

As part of an ongoing process to improve overall government communication and responsiveness, the SACS recently established a 24-hour-a-day, seven-day-a-week communication centre. All mainstream printed and electronic media are continuously monitored with a view to ensuring that the Government timeously identifies communication needs and opportunities. This centre is an expression of the importance the Government attaches to the media as a barometer of public needs and opinion.

Apart from the above-mentioned activities, the SACS also provided a wide range of other communication services and products. Further information on these activities may be found in this report.

The SACS is increasingly well equipped to help ensure that South Africa is ready to embrace a democratic future where all South Africans can look forward to peace and prosperity. The question as to how all South Africans can better be served will remain uppermost in the minds of all members of the personnel.

~CHIEF MANAGEMENT OF THE SACS

Mr DP Venter

Head: South African Communication Service

Mr AP Oberholzer

Chief Director
Support Service

Mr JM Smith

Chief Director
Media Production

Mr W Cook

Chief Director
Community Liaison

Mr D] van der Merwe

Director
Administration

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ORGANISATIONAL STRUCTURE OF THE e
SOUTH AFRICAN COMMUNICATION SERVICE (SACS)

. HEAD: SACS

MR DP VENTER

[[B PR

Chief Directorate: Chief Directorate: Chief Directorate:

Community Liaison Media Production SURBOH Service

Mr W Cook Mr JM Smith Mr AP Oberholzer

_Directorate: Directorate: Directorate:

~ Project Management Publications Administration

Directorate: Directorate: Directorate:

Media Liaison Audio-Visual Service Management Service

3 . Directorate:

SA Visitorsâ\200\235 Service External Liaison

Directorate:

Research

Communication CentreI

Directorate:

Regional Liaison

ervice and

Regional Offices

INTRODUCTION

The South African Communication Service (SACS) VISION and MISSION embody the Government's responsibility to inform people at grassroots level, without encroaching upon the individual's freedom to choose and to decide.

During the year under review, the SACS reviewed its mission and accepted full responsibility for providing a coordinated and cost-effective information service to the population.

Consequently, the Vision and Mission of the SACS are formulated as follows:

VISION

INFORMED AND COMMITTED COMMUNITIES FOR THE SAKE OF PEACE AND PROSPERITY

MISSION

TO RENDER A COST-EFFECTIVE, COORDINATED AND SPECIALISED GOVERNMENT INFORMATION SERVICE TO THE POPULATION IN ORDER TO INFORM AND INVOLVE THEM, AS WELL AS TO RENDER SUCH A SERVICE TO FOREIGNERS ON REQUEST

COMMERCIALISATION

In order to render this information service in the most cost-effective manner, the SACS continued on its course of commercialisation and great progress was made during the year under review with the implementation and further establishment of commercialisation principles within the SACS.

For the SACS to make a cost-analysis of its products and services, it had to draw up, in addition to the Financial Management System (FMS), detailed business plans for each of the 34 business units into which the SACS is divided. An analysis of the SACS's human resources costs indicated that 46,5% thereof is spent on administrative expenses. Of this amount, 24,9% represents regional office administration and 21,6% Head Office administration (Figure 1).

Figure 1

DISTRIBUTION OF HUMAN RESOURCES COSTS
Administrative personnel vs Line functionaries

Regional Liaison
21.4%

Regional Office
administration
24.9%

Media Liaison
5.2

Media Production
18.6%

Head Office : ,
administration Project Services
21.6% 8.3%

Human resources expenditure amounted to 58,3% of the total costs of the SACS (Figure 2). To bring about a better balance between human resources expenditure and other expenditure, the Chief Management directed that a work-study investigation be carried out. Following the investigation, a process of responsible rationalisation ensued.

Figure 2

DISTRIBUTION OF TOTAL COSTS
Human resources vs operating funds

Human resources
58.3%

Accommodation
costs
9.5%

Equipment
2.4%

Operational costs
26.3%

Promotion
3.5%

Because the relative cost of the SACS's regional activities represents 51,4% of its total costs (Figure 3), special attention was paid to the optimisation of regional licison actions.

Figure 3

DISTRIBUTION OF TOTAL COSTS
Head Office vs Regional Offices

Head Office
48.6%

Regional Offices
51.4%

Services and Products

Responsibility managers are increasingly wellinformed of the exact nature and extent of the fotal costs of each of the products and services they provide, as well as ofthe market-related value of those products andservices. Suchinformationis essential in order to ensure that the value of the products and services that are provided, will ultimartely exceed the costs involved.

Timesheet System

A fimesheet system was implemented effective from 1 April 1992. The actual time that personnelpendontheir productsandservices canbe determined and calculated on the basis of this system. This is essential in order to enable business units to evaluat e fime justifiably in relation to objectives.

Management Information System

Various prototype, computerised management information systems that enable Management to make prompt and accountable decisions are currently in use in the SACS.

With a view fo the integration of the various SACS systems with one another, as well as with the centralised Financial Management System (FMS) of the Public Service, the Personnel and Salary System (PERSAL) and the Provisioning Administration System (PAS), good progresshasbeen made inthe development of a computer-aided Master System Plan (MSP).

Overhead Units aÂ®

As a result of the fact that auxiliary components do not generate a profit, but are exclusively overhead units, 1992 was characterised by maximum streamlining of those components in the SACS. The personnel number of those components were realistically reduced and brought in proportion to the operating funds budgeted for the SACS for the 1992/93 financial year.

Maximum emphasis was placed on the rendering of service, advice and support to line functionaries. That enabled business units, in turn, to perform their tasks more efficiently and cost-effectively.

Management Autonomy

In accordance with the guidelines of external roleplayers (Auditor-General, Commission for Administration and the Department of Government Expenditure), management autonomy was devolved to the lowest possible level of execution in the SACS. A framework for regular structured performance audit inspections, was developed in consultation with the Office of the Auditor-General, to ensure that management autonomy is exercised responsibly.

Training

The management of change in the SACS made great demands on the relatively small training component of the organisation.

Since numerous training modules had to be adjusted and developed from scratch in order to remain relevant in a business principle milieu, the Institute for Training of the Commission for Administration (CFA) granted the SACS permission in 1992 to give priority to training which addresses the changing needs of the SACS. In total, 75 officials thus completed courses at the Institute for Training whilst 213 officials (Figure 4) attended internal courses of the SACS.

Figure 4

INTERNAL COURSES 1992 (213 officials)

Personnel evaluation Liaison skills
27,6% 6,2%

Public appearance
15,9%

Handling of
video camera

7,1%

Facilitation skills
43,2%

At the request of the CFA, the SACS also accepted responsibility for the future presentation of the course in public relations for all public relations/communication officers in the Public Service.

Organisation and Establishment

The implementation of business principles necessitated an incisive review of the existing, approved establishment of the SACS.

By means of, among other things, natural attrition due to, for example, resignation or retirement and formal work-study investigations, a more realistic relationship between the establishment and the total of funds available for human resources and operating capital was achieved.

During 1992, the abolition of 72 posts was initiated (some of which were vacant and 13 of which will be finalised early in 1993) bringing about a total theoretical saving of R1 974 973 (Figure 5). The said scaling-down represents 12,3% of the total establishment.

i SAVING
80 2 500 000
G2
R1 974 973
7|2 000 000
60
71 500 000
401
771 000 000
201
71500 000
0 0

Posts Rand Value

* Includes 13 posts the rationalisation of which will be finalised early in 1993

Appointments and Termination of Service

Compared with 1991, appointments in the SACS decreased with 66,7% during 1992. Only 33 appointments were made during the year under review. Figure 6 provides a comparison between appointments and termination of service since 1989, while Figure 7 provides an explanation of the reasons for termination of service.

Appointments E:] Termination of service
Figure 7

REASONS FOR Tl-'irMINATION OF SERVICE
950

100
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Poor Pensionable | Advanced Misconduct | Absconding Death Resignation| Rational- |Dismissal
health age retirement isation
1990 2 2 0 0 2 1 96 0 0
199 0 7 1 1 2 3 55 0 1
1992 3 18) 1 1 0 41 *13 3

B 1990 [1991 [11992

*Due to the periods of notice, some of the rationalised members of the personnel will only leave in 1993

Equal Opportunities

Figure 8 reflects the percentage ratio of men to women in the various posts on the establishment of the SACS.

Figure 8

RATIO OF MEN TO WOMEN

100%
85,70%
80% [" [N - - - c - - - - s e s
60% - B - - - - R
56,40% 53,20%
46,80%
40%
205!

o :
Total
TOTAL 18 3 GIIRG () 166 25 245 278
Dir and higher Deputy Dir and Asst Dir Lower than Asst Dir

Men 1:] Women

FUNETI@NABAGTINVINES

The functional activities of the SACS will be explained under the headings of the two chief directorates concerned.

CHIEF DIRECTORATE: MEDIA PRODUCTION

The Chief Directorate: Media Production comprises the Directorate: Publications and the Directorate: Audio-Visual Service. The Directorate: Publications is divided into the subdirectorates: Books and Brochures; Magazines; Policy Communication, and Mass Communication. The Directorate: Audio-Visual Service comprises the subdirectorates: Film and Video; Art and Exhibitions, and Photographic Service.

DIRECTORATE: PUBLICATIONS

Books and Brochures

This year, this subdirectorate, once again, published the Official Yearbook in the two official languages. A print order of 13 100 at printing costs amounting to R179 560, that is a direct cost of R13,71 per copy, was printed. Of these, the Department of Foreign Affairs purchased 7 600 for overseas distribution. The rest was marketed internally. By doing the page layout in-house on computer, it was possible to publish the book in

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English and Afrikaans simultaneously. Furthermore, approximately R60000 in printing costs was saved and the editorial staff was reduced by one personnel member. - In addition, the following brochures and folders were published at the request of the SACS and other government departments in 1992:

Title	Number of pp	Print order	Printing costs	Cost/copy
Financed by Foreign Affairs	112	300		
This is South Africa	190	98 000	R392 000	R4,00
Desk calendar	93 58 7	000	R119 000	R17,00
Annual Report 1991	24 750	R10 500	R14,00	
South African Profile	40 25 000	R31 250	Bils25	
Tuynhuys (E/A reprint)	56 5000	R30 000	R6,00	
Financed by				
The Muslims of South Africa	2 10 000		Foreign Affairs	
South Africa				
Invest in the mineral industry	44 10 000	R30 130	R3,01	
Conservation in SA			Financed by	
Challenges and achievements	20 10 000		Foreign Affairs	
Financed by				
The Old Raadsaal (E/A) Education and Culture:				
(brochure and pamphlet)	40 4 000		House of Assembly	
The SA Government's approach to the constitutional process	10			

and to a new constitution (E/A) panels 25 000 R7 950 R0,32
National communication 18
policy and strategy (E/A) panels 6 000 R6 000 R1,00
22 Financed by
South Africa at a glance panels 300 000 Foreign Affairs
Financed by
Education and Culture:
Education newsletters (3) 12 976 000 House of Assembly
South Africa: A glimpse 2 6 000 R600 R0,10
Magazines

This subdirectorates published the magazines South African Panoramay/Suid-Afrikaanse Panorama and Southern Africa Today.

SA Panorama

Six issues of SA Panorama in both the official languages with a total print order of 238942 amounting to R1453514, that is a direct cost of R6,08 per issue, were published. Publication of SA Panorama was discontinued with the January/February 1993 issue.

SA Today

Eight issues with a total local print order of approximately 180000 amounting to R448 550, that is a direct cost of R2,49 per issue, were published. The Department of Foreign Affairs purchased approximately 58% of the total print order of the magazine for overseas distribution. Publication of SA Today was discontinued with the December 1992 issue.

: The following table provides a summary of the total number of pages, the print order, the printing costs and the cost per copy of the two above-mentioned magazines.

Title	Number of pp	Print order	Printing costs	Costs/copy
SA Panorama	484 238	942 R1 453 514	R6,08	
SA Today	336 180 000	R448 550	R2,49	

Policy Communication

During the year under review, two publications were produced by the Subdirectorate: Policy Communication, namely RSA-Beleidsvoorsig/RSA Policy Review and Policy Guide/Beleidsrigs.

RSA Policy Review

RSA-Beleidsvoorsig/RSA Policy Review is a publication in which, as the title indicates, government policy and initiatives are communicated in the form of interviews and articles. It offers an overview of policy directions and important policy statements. The publication serves a useful purpose for politicians, academics, research institutes, the media and government departments. Articles and important interviews are often made available to the media prior to publication in the magazine.

Until July 1992, ten issues a year were published in both English and Afrikaans. As from August 1992, the two issues were combined with the articles and interviews appearing in one official language accompanied by a summary in the other.

The combining of the two magazines had the advantage, among other things, that the personnel spent less time on translations and more time on compiling the publication. The print order of the magazine is approximately 3 500. The Department of Foreign Affairs purchased approximately 1000 copies for distribution to South African missions, but this arrangement was terminated in July 1992 as a result of the use of both English and Afrikaans in one publication. The budget for the publication amounts to R203 000. The direct unit cost was R4,50.

Policy Guide

This newsletter, which is published fortnightly, keeps senior public servants informed of developments in government policy, the constitutional process and other policy matters of importance to them.

There is a great demand for the newsletter and the print order, which is growing constantly, is approximately 9500. The budget amounts to R115 000. The direct unit cost was R0 44.

Mass Communication

In order to ensure the highest degree of financial efficiency and coordination of management and journalistic activities within the seven regional newspapers of the SACS, the Subdirectorate: Mass Communication was established at Head Office,

with effect from 1 April 1992.

Personnel

In addition to the editorial staff at each of the SACS regional newspapers, the subdirector-ate also has a Central Editorial Staff of three members at its disposal. The last-mentioned group provides the SACS newspapers with government news items. The SACS News

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Service, which has an editorial staff of four, provides news about government affairs to the local press and regional radio service. About 150 newspapers are thus reached. -

Finances

The position in respect of the seven SACS newspapers is as follows:

Light/Khanya - Pretoria Regional Office. Language medium English, for distribution in the Northern and Eastern Transvaal. Editorial staff of three. Print order 170 000. Budget R417 000. (Print order rationalised to 90 000 by December 1992.)

Metropolitan Digest - Johannesburg Regional Office. Language medium English, for distribution in the metropolitan areas of the Witwatersrand and Vereeniging. Editorial staff of three. Print order 130 000. Budget R214 000. (Print order rationalised to 60 000 by December 1992.)

Vision - Durban Regional Office. Language medium English, for distribution among the Asian population of Natal. Editorial staff of three. Print order 40 000. Budget R190 000. (Print order rationalised to 35 000 by December 1992.)

Izindaba - Durban Regional Office. Language medium Zulu, for distribution in Natal. The editorial staff of Vision also act as editorial staff for this newspaper. Print order 40000. Budget R166 000. (Print order rationalised to 35 000 by December 1992.)

Umso - Port Elizabeth Regional Office. Language medium English and Xhosa, for distribution mainly in the Eastern Cape. Editorial staff of three. Print order 110 000. Budget R289 500. (Print order rationalised to 60 000 by December 1992.)

Caret/Karet - Cape Town Regional Office. Language medium English and Afrikaans, for distribution mainly in the Cape Peninsula. Editorial staff of four. Print order 120 000. Budget R294 900. (Print order rationalised to 90 000 by December 1992.)

Puisano - Bloemfontein Regional Office. Language medium English, Afrikaans and Sotho, for distribution in the Orange Free State and parts of the Northern Cape. Editorial staff of three. Print order 90 000. Budget R219 100. (Print order rationalised to 80 000 by December 1992.)

With the design of new mastheads, among other things, a new corporate image was established with all seven newspapers in the course of the year.

DIRECTORATE: AUDIO-VISUAL SERVICE

Film and Video

The production of the Subdirectorates: Film and Video increased considerably compared with the previous year under review. There were 22% more products than in the previous year, namely

- 24 video programmes
- 3 slide-sound programmes
- 6 TV flashes
- 15 radio flashes.

The average cost of the video productions amounted to R1085 per minute which is about 64% lower than the projected market-related value of R3 000 per minute. Video programmes were produced to promote sound intergroup relations, among other things. Some of the programmes were broadcast by SABC-TV during the year. The subdirectorates are also geared to supply their products and give specialised advice to other government departments and institutions. The subdirectorates are considering ways in which better use of the radio as communication medium could be made during 1993.

- Photographic Service

The products of this subdirectorate were utilised as set out in Figure 9.

Figure 9

USAGE OF PHOTOGRAPHS
1992

Publications
55,6%

Exhibitions
6,4%

Media distribution
9,5%

Other
28,5%

As a result of the down-scaling of government expenditure, the number of photographic missions decreased compared with the previous year under review. Figure 10 provides an analysis of this.

ki PHOTO MISSIONS
1991/1992
=60 13,1%
% 1991 1992

15

33

The above-mentioned reduction also brought about a saving in the approved establishment. The subdirectorato constantly attemptsto supplyitsservicesand productsinthe most cost-effective manner. Figure 11showsthe difference between the budgetand the market-related price of products supplied.

Figure 11

BUDGET COMPARED WITH
MARKET-RELATED PRODUCTION 1992

R2 183 049

R1 053 807

Budget Production yielded
(market related)

Art and Exhibifions

Inthe interest of cost-effectiveness, the subdirectorates: Graphic Service and Exhibitions were merged to form the Subdirectorato: Art and Exhibitions. The primary responsibilitiesof the subdirectorato are page layout, graphic design, andthe planning, design and staging of exhibitions. The subdirectorato supplies its services to the SACS and other government institutions. The hours spent on clients, are set out in Figures 12 and 13.

HOURS SPENT ON THE SACS
JANUARY 1992 - DECEMBER 1992

Figure 12

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350 4
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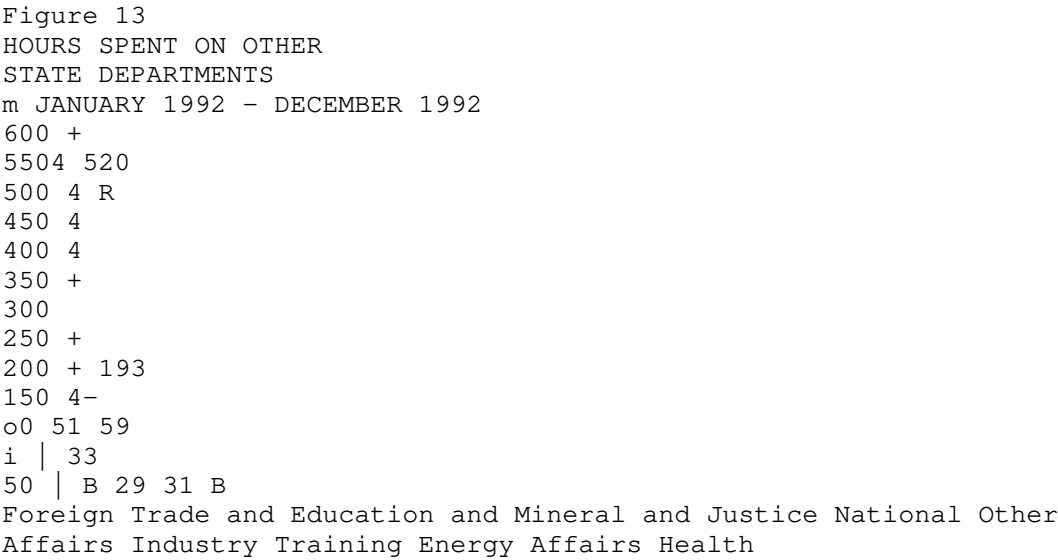
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General Magazines Books and Project Visitors' Regional Marketing Film and
Brochures Services Service Offices Video

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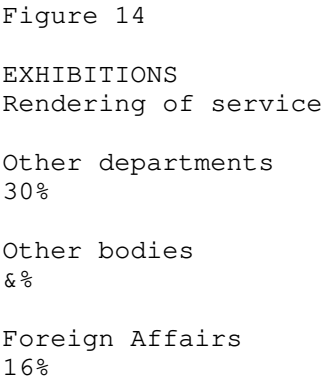
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The direct hourly cost of the Art section amountsto R106,05 comparedto R145to R170 per hourin the private sector.

The Exhibition section was involved in 259 national and regional shows, as well as numerous other exhibitions for various departments and institutions as indicated by Figure 14. During the past year, two particularly successful exhibitions were planned and staged in Seville and Dubai at the request of the Department of Foreign Affairs.



SACS Head Office
4%

SACS regions
47%

17

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CHIEF DIRECTORATE: COMMUNITY LIAISON

The Chief Directorate: Community Liaison comprises six directorates at Head Office, six regional offices (Bloemfontein, Cape Town, Durban, Johannesburg, Port Elizabeth, Pretoria) and 13 satellite offices.

DIRECTORATE: RESEARCH

The Directorate: Research consists of two subdirectorates: Market Research and Information Service. The budget in respect of professional services amounts to R2 340 738 and was appropriated as indicated in Figure 158.

Figure 15

MARKET RESEARCH

Rendering of service

Promotion of intergroup
co-operation processes
47,3%

Evaluation of
SACS products
1,5%

Requests from other
departments
10%

Target group analysis
41,29

o

The need for communication research constantly increased during the past year, as is apparent from the fact that 27 studies were undertaken in 1991 as opposed to 75 during the year under review.

Research in the following fields is envisaged for 1993:

- the underlying variables of intergroup co-operation processes
- constitutional reform and the negotiation process
- evaluation of products, services and projects
- target analysis in preparation of communication projects.

The Information Service gathers information on a wide variety of subjects, computerises it and makes it available to clients. The products supplied focus on identified needs, for example, a departmental directory and a media contact list. An analysis of client enquiries indicated that 46% originated in the SACS, 34% came from the public and 20% from other government institutions.

DIRECTORATE: PROJECT MANAGEMENT

This directorate supports the government communication function, by means of a project management service. In conjunction with government institutions, more than 100 communication projects were initiated, planned and successfully implemented in the constitutional, economic, social and peace spheres. In the constitutional sphere, for example, two long-term, over-arching communication projects were undertaken. The Constitutional Development Service, in conjunction with the SACS, has already presented more than 335 information sessions and workshops countrywide to encourage public debate on negotiations, to make communities aware of a positive culture of negotiation and to develop negotiation skills. Furthermore, the SACS, in conjunction with the SALaw Commission, has already presented 95 workshops/seminars countrywide in an effort to establish a human rights culture.

Although the directorate is mainly involved in the planning of communication projects, it often also happens that government institutions require assistance in carrying out projects. An example of this, is the multimedia-communication campaign in the interest of promoting participation in the referendum, which was managed on behalf of the Department of Home Affairs at the time of the referendum. The SACS contributed R602 112 out of its own funds towards the total costs of R1 012 657. Figure 16 gives an analysis of the operating costs involved in this campaign.

reel 1992 REFERENDUM

Analysis of operating costs

Newspapers

81 Placements

R 370 087 (37%)

Distribution/

administration

R 7 222 (1%)

Production

R 54 457 (5%)

50 000 Stickers

R 38 500 (4%)

39 TV flashes

4%

R 354 290 (34%) 882 Radio flashes

R 188 101 (19%)

DIRECTORATE: MEDIA LIAISON

The Directorate: Media Liaison provides government bodies with communication support in their daily dealings with the media. About 70% of the Government's media

releases are handled through the mediation of this directorate. Virtually all the Government's media conferences are also facilitated. To coincide with the opening of Parliament, a successful week of information sessions was organised for the local and overseas media. In this way, substantial worldwide press coverage was ensured for government institutions and participants of the various political groups.

The services and products that are provided include

- media planning
- media advice
- issuing of media releases
- arranging of media interviews
- continuous updating of a media contact list
- arranging the parliamentary information week.

Figure 17 provides an analysis of the service-provision function of the directorate.

Figure 17

DIRECTORATE : MEDIA LIAISON
Rendering of service

Security matters
2 e

Economic matters
2,8%

Social, educational
and related matters
19,8%

Constitutional
matters
56,2%

DIRECTORATE: REGIONAL LIAISON SERVICE

This directorate is responsible for the overall management and support of the regional offices of the SACS. This entails, among other things, the coordination of long and short-term projects, the planning and facilitating of intergroup co-operation processes in communities, and liaison between head office components and regional offices.

Regional Offices

The SACS has six regional offices and 13 satellite offices. They are continuously involved in initiating and supporting intergroup co-operation processes, carrying out of project assignments such as briefings on human rights and Aids, and in supporting regional and local peace committees. The following table provides a summary of regional office activities and actions.

REGIONAL OFFICE ACTIVITIES

Regional offices	CT	PE	JHB	PTA	DBN	BLM		Total
Co-operation processes activated	7	2	5	4	2	3		23
Co-operation processes								
(preparation for activation)	221	97	222	60	17	32		649
Peace committee support	49	7	4	42	0	3		105
Project assignments	297	31	185	212	65	100		890
TOTAL	574	137	416	318	84	138		1667

Figure 18 gives an indication of the regional offices’s service rendering.

Figure 18

SERVICE RENDERING BY REGIONAL OFFICES
Intergroup co-operation processes

Preparation

649
Peace committee
support
105 Activated
23

Project assignments
890

SA VISITORS SERVICE

The Visitors' Service plans and coordinates programmes for overseas visitors and hosts them mainly on behalf of the Department of Foreign Affairs. In addition to this, an information service is rendered to foreign press attachés (members of the diplomatic corps) and business people who travel abroad.

A coordinating and support service relating to international conferences is also provided.

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Figure 19 gives an indication of the number of programmes prepared and implemented every month. | %

Figure 19

PROGRAMMES PER MONTH

March	
52	
April	February
10	22
May	January
25	9
November	
June	14
18	
July	October
5	21
August	September
17	13

Figure 20 gives an indication of the number of guests hosted by the Visitorsâ\200\231 Service at the various regional offices.

Figure 20
- NUMBER OF GUESTS
DEALT WITH
Pretoria
740
Capzeggown Dl;rsb;n
Johannesburg
445

KOMMUNIKASIESENTRUM

Ten einde tydige, relevante owerheidskommunikasie te bevorder, is â\200\230n kommunikasiesentrum ingestel watsewe dae perweek, 24 uur perdaginbedryfis.

Die senfrum moniteer deurlopend alle hoofstroom gedrukte en elektroniese media om te verseker dat die owerheid tydig kennis neem van kommunikasie-aangeleenthede.

Die dienste wat deur die sentrum gelewer word, behels onder meer:

- onmiddellike aktivering van ministeries en departemente deur middel van die onderskeie skakelbeampes
- 'n daaglikse mediaverslag
- transkripsies
- ondersteuning aan ministeries en departemente met die opstel en vertaal van persverklarings
- die byhou van â\200\230n owerheidskommunikasiekalender
- die kodrdinering van kommunikasie-insette deur departementele en ministeriële skakelbeampes.

BEMARKING EN OPENBARE BETREKKINGE

Die dienste en produkte van die SAKD word deur die Hoofdirektoraat Ondersteuningsdiens se Bemarkings- en Openbare Betrekkinge-afdeling bekend gestel en bevorder. Op hierdie wyse word 'n kostedoeltreffende openbare diens gelewer.

SE@])

Die SAKD betuigsy opregte dank aandie oorkoepelende owerheidsinstellings, in die besonder die Departement van Staatsbesteding, die Kantoor van die Ouditeur-generaal en die Kommissie vir Administrasie, vir die hulp, advies en steun om kommersialiseringsbeginsels by die SAKD te vestig.

Uitgegee deur die Suid-Afrikaanse Kommunikasiediens .
Privaatsak X745, Pretoria 0001
Gedruk in die Republiek van Suid-Afrika
deur CTP Boekdrukkers, Parow
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April 1993

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COMMUNICATION CENTRE

To promote timely, relevant government communication, a communication centre was established which operates seven days a week, 24 hours a day. The centre continuously monitors all mainstream printed and electronic media to ensure that the Government is timeously informed of communication issues. The services rendered by the centre include, among other things

- immediate activation of Ministries and departments by means of the various liaison officers
- daily mediareport
- transcriptions
- assistance for Ministries and departments in preparing and translating media releases
- updating of a government communication calendar
- coordination of communication inputs by departmental and ministerial liaison officers.

MARKETING AND PUBLIC RELATIONS

The services and products of the SACS are promoted by the Marketing and Public Relations division of the Chief Directorate: Support Service. In this way, a cost-effective public service is rendered.

CONCLUSION

The SACS wishes to record its sincere thanks to the umbrella government institutions, in particular the Department of State Expenditure, the Office of the Auditor-General, and the Commission for Administration for the assistance, advice and support provided in establishing commercialisation principles at the SACS.

diplomatiese korps) en sakelui wat oorsee reis, gelewer. 'n Koördinerings- en hulpdiens word ook met betrekking tot internasionale konferensies gelewer.

Figuur 19 gee 'n aanduiding van die aantal programme wat per maand opgestel en uitgevoer word.

Figuur 19

PROGRAMME PER MAAND

Maart
32

Februarie
22

April
10

Mei
25

Januarie
9

November
Junie 14

13

Juli Oktober
21

Augustus September
17 13

Figuur 20 gee 'n aanduiding van die aantal gaste wat deur die besoekersdiens by die onderskeie streekkantore hanteer is.

Figuur 20

TOTAAL GASTE HANTEER

Pretoria
740

Kaapstad Durban
293 155

Johannesburg
445

Die volgende tabel gee 'n samevatfing van streekkantoorwerkzaamhede en -aksies:

STREEKKANTOORAKSIES

Streekkantore KS PE JHB PTA DBN BLM [TOTAAL

Saamwerkprosesse geaktiveer 7 2 5 4 2 3 23

Saamwerkprosesse

Voorbereiding vir aktivering 221 97 222 60 i1 32 649
Vredeskomitee-steun 49 7 4 42 0 3 105
Projekopdragte 297 31 185 212 65 100 890
TOTAAL 574 137 416 318 84 138 1667

Figuur 18 gee 'n aanduiding van die streekkantore se dienslewering:

Figuur 18

DIENSLEWERING DEUR STREEKKANTORE
Intergroepsaamwerkprosesse

Voorbereiding

649
Vredeskomitee-steun
105
Geaktiveer
23
Projekopdragte

SA BESOEKERSDIENS

Die Besoekersdiens beplan en koordineer programme vir buitelandse besoekers en hanteer hulle hoofsaaklik namens die Departement van Buitelandse Sake. Hierbenewens word 'n inligtingsdiens aan buitelandse persattachés (lede van die

&L

mediaverklarings word met die tussenkoms van diä direktoraat hanteer. Byna alle owerheidsmediakonferensies word ook gefasiliteer. Met die opening van die Parlement is È\230'n suksesvolle mediavorligtingsweek vir die binnelandse en buitelandse media gereßl. Aansienlike wäreldwye mediadekking is hierdeur vir owerheidsinstellings en die deelnemers van die verskillende politieke groepe verseker. Die dienste en produkte wat gelewer word, sluit in:

- mediabeplanning
- media-advies
- uitreik van mediaverklarings
- reßlvan media-onderhoude
- deurlopende opdatering van È\230'n mediakontaklys
- reßlvan parlementäre voorligtingsweek.

Figuur 17 gee 'n uiteensetting van die direktoraat se dienslewering funksie.

Figuur 17

DIREKTORAAT MEDIASKAKEL Dienslewering

Veiligheidsaangeleenthede
21,2%

Ekonomiese
aangeleenthede
2,8%

Maatskaplike, onderwys-
en verwante
aangeleenthede
19,8%

Staatkundige
aangeleenthede
56,2%

DIREKTORAAT STREEKSKAKELDIENS

Die Direktoraat Streekskakeldiens is verantwoordelik vir die oorhoofse bestuur en ondersteuning van die SAKD se streekkantore. Dit behels onder andere die kodrdinerings van lang- en korttermynprojekte, die beplanning en fasilitering van infergroepsaamwerkprosesse in gemeenskappe en skakeling tussen hoofkantoor-komponente en streekkantore.

Streekkantore

Die SAKD het ses streekkantore en 13 satellietkantore. Hulle is deurlopend betrokke by dieinisiäring en ondersteuning vanintergroepsaamwerkprosesse, die uitvoering

van projekopdragte, soos voorligtings oor menseregte en vigs, en ondersteuning aan streek- en plaaslike vredeskomitees.

DIREKTORAAT PROJEKBESTUUR

Die direktoraat ondersteun die owerheidskommunikasiefunksie deur middel van 200\230n projektebestuursdiens. In samewerking met owerheidsinstellings is meer as 100 kommunikasieprojekte op die staatkundige, ekonomiese, maatskaplike en vredesterrein geïnisieer, beplan en suksesvol uitgevoer. Op staatkundige terrein is byvoorbeeld twee langtermyn oorkoepelende kommunikasieprojekte aangepak. Die Staatkundige Ontwikkelingsdiens, in samewerking met die SAKD, het reeds meer as 335 voorligtingsessies en werkwinkels landwyd aangebied om die openbare debat oor onderhandelinge te stimuleer en gemeenskappe bewus te maak van 200\230'n positiewe onderhandelingskultuur en om onderhandelingsvaardigheid te ontwikkel. Verder is daar, in samewerking met die SA Regskommissie, reeds 95 werkwinkels/seminare landwyd aangebied in 200\230nstrewe om 200\230n menseregte kultuur te vestig.

Hoewel die direktoraat primêr by die beplanning van kommunikasieprojekte betrokke is, gebeur dit ook dikwels dat owerheidsinstellings om ondersteuning in die uitvoering van projekte vra. 200\230n Voorbeeld hiervan is die multimedia-kommunikasieveldtog ter bevordering van referendumdeelname wat ten tye van die referendum namens die Departement van Binnelandse Sake bestuur is. Van die totale koste van die veldtog, R1 012 657, het die SAKD R602 112 uit eie fondse bygedra. Figuur 16 gee 'n uiteensetting van die bedryfskoste met betrekking tot hierdie veldtog.

Figuur 16

REFERENDUM 1992

Uiteensetting van bedryfskoste

Koerante

81 Plasings

R 370 087 (37%)

Verspreiding/

| administrasie

R 7 222 (1%)

Produksie

R 54 457 (5%)

50 000 Aanplakkers

R 38 500 (4%)

39 TV-flitse

R 354 290 (34%) 882 Radioflitse

R 188 101 (19%)

DIREKTORAAT MEDIASKAKEL

Die Direktoraat Mediaskakel verleen kommunikasiesteun aan owerheidsinstellings in hul dag-tot-dag skakeling met die media. Sowat 70% van die owerheid se

HOOFDIREKTORAAT GEMEENSKAPSKAKEL

Die Hoofdirektoraat Gemeenskapskakel bestaan uit ses direktorate te Hoofkantoor, ses streekkantore (Bloemfontein, Durban, Johannesburg, Kaapstad, Port Elizabeth en Pretoria) en 13 satellietkantore.

DIREKTORAAT NAVORSING

Die Direktoraat Navorsing bestaan uit twee subdirektorate, naamlik Marknavorsing endie Informasiediens. Die begroting ten opsigte van professionele dienste beloop R2 340 738 en is aangewend soos in Figuur 15 aangetoon.

Figuur 15

MARKNAVORSING

Dienslewering

Bevordering van

intergroepsaam-

werkprosesse

47,3%

Evaluering van

SAKD-produkte

ESPe

Versoeke van ander

departemente

10%

Teikengroepontledings

41,2%

Die behoefte aan kommunikasienavorsing het die afgelope jaar konstant toegeneem, soos blyk uit die feit dat 27 studies in die vorige verslagjaar onderneem is teenoor 75 in die huidige verslagjaar.

Navorsing op die volgende terreine word vir 1993 beplan:

- die veranderlikes onderliggend aan die intergroepsaamwerkprosesse
- staatkundige hervorming en die onderhandelingsproses
- produk-, diens- en projekevaluerings
- teikenontledings ter voorbereiding vir kommunikasieprojekte.

Die Informasiediens samel inligting oor 'n wye reeks onderwerpe in, berg dit rekenaarmatig en stel dit beskikbaar aan kliënte. Die produkte wat gelewer word, is op geïdentifiseerde behoeftes afgestem, byvoorbeeld 'n departementele gids en 'n kontaklys vir die media. 'n Ontleding van kliënte navrae toon dat 46% uit die SAKD afkomstig is, 34% van die publiek en 20% van ander owerheidsinstellings.

Figuur 13

URE BESTEE AAN ANDER
STAATSDEPARTEMENTE

URE JANUARIE 1992 - DESEMBER 1992

600 1
01 520
00 beseimne
450 4
400 +
350 +
300 +
250 +

200 + 193

150 4+
100 +

51
50 4 L [,373,,â\200\230 [297 [31â\200\230 E

Buitelandse Handel en Onderwys en Mineraal- en Justisie Nasionale Ander
Sake Nywerheid Opleiding Energiesake Gesondheid

Die uitstillingsafdeling was gemoeid met 259 nasionale en streekskoue, asook 'n groot aantal ander uitstillings vir verskillende departemente en instellings, soos in Figuur 14 uiteengesit. Die afgelope jaar is twee besonder geslaagde uitstillings in Seville en Dubai in opdrag van die Departement van Buitelandse Sake beplan en opgerig.

Die direkte uurlikse koste van die kunsafdeling beloop R106,05 teenoor die R145 tot R170 per uur in die privaatsektor.

Figuur 14

UITSTALLINGS
Dienslewering

Ander departemente
30%

Ander instansies
3%

Dept. Buitelandse
Sake
16%

SAKD-Hoofkantoor
4%

SAKD-streekkantore
47%

Qbe

Bovermelde inkorting het ook besparings op die goedgekeurde diensstaat meegebring. Die subdirektoraat probeer voortdurend sy dienste en produkte op die kostedoeltreffendste wyse te lewer. Figuur 11toon die verskiltussen die begroting en die markverwante prys van produkte gelewer.

BEGROTING vs
MARKVERWANTE PRODUKSIE 1992

Figuur 11

R2 183 049

R1 053 807

Begroting Produksie gelewer
(markverwant)

Kuns en Uitstallings

Inbelang van kostedoeltreffendheidis die subdirektorate Grafiese Diens en Uitstallings saamgevoeg tot die Subdirektoraat Kuns en Uitstallings. Die subdirektoraat se primêre verantwoordelikhede is bladuitleg, grafiese ontwerp en die beplanning, ontwerp en oprigting van uitstallings.

Die subdirektoraat lewer sy dienste aan die SAKD en ander owerheidsinstellings. Die ure aan kliënte bestee, word in Figure 12 en 13 weerspieël. '

URE BESTEE AAN DIE SAKD
JANUARIE 1992 - DESEMBER 1992

Figuur 12

6501
6004
55044=

500 480
4504 -

400. : T
3504

3001
250 |-

2075 RLICRS 59

150

il 61 53 51 g1
i L 1(1[â\200\2247@?â\200\224!11

Algemeen Tydskrifte Boeke en Projek- Besoekers- Streek- Bemarking Film en
Brosjures dienste diens kantore Video

Fotografiese Diens

Die produkte van di  subdirektoraat is aangewend soos in Figuur 9 uiteengesit.

Figuur 9

GEBRUIK VAN FOTO \200\231S
1992

Publikasies
55,6%

Vir uitstallings
6,4%

Vir mediaverspreiding
) 5 %%

Ander
28,5%

As gevolg van die afbestuur van staatsuitgawes het die getal fotosendings  \200\230n afname teenoor die vorige verslagjaar getoon. Figuur 10 gee  \200\230n uiteensetting hiervan.

e FOTOSENDINGS
1991/1992

600

500

-13,1%

400

300

200

100

TG99 liekere

Totaal 1991 - 487, Totaal 1992 - 432

15

redaksie van vier, voorsien die plaaslike pers en streekradio deurlopend van nuus oor owerheidsaangeleenthede. Ongeveer 150 koerante word so bereik.

Finansies

Die posisie ten opsigte van die sewe SAKD-koerante is soos volg:

Light/Khanya - Streekkantoor Pretoria. Voertaal Engels, vir verspreiding in Noord- en Oos-Transvaal. Redaksie van drie. Oplaag 170 000. Begroting R417 000. (Oplaag sedert Desember 1992 tot 90 000 gerasionaliseer.)

Metropolitan Digest - Streekkantoor Johannesburg. Voertaal Engels, vir verspreiding in die metropolitaanse gebiede van die Witwatersrand en Vereeniging. Redaksie van drie. Oplaag 130000. Begroting R214 000. (Oplaag sedert Desember 1992 tot 60 000 gerasionaliseer.)

Vision - Streekkantoor Durban. Voertaal Engels, vir verspreiding onder die Asiër-bevolking van Natal. Redaksie van drie. Oplaag 40 000. Begroting R190 000. (Oplaag sedert Desember 1992 tot 35 000 gerasionaliseer.)

Izindaba - Streekkantoor Durban. Voertaal Zoeloe, vir verspreiding in Natal. Redaksie van Vision tref ook as redaksie van dié koerant op. Oplaag 40 000. Begroting R166 000. (Oplaag sedert Desember 1992 tot 35 000 gerasionaliseer.)
Umso - Streekkantoor Port Elizabeth. Voertaal Engels en Xhosa, hoofsaaklik vir verspreiding in Oos-Kaapland. Redaksie van drie. Oplaag 110000. Begroting R289 500. (Oplaag sedert Desember 1992 tot 60 000 gerasionaliseer.)

Karet/Caret - Streekkantoor Kaapstad. Voertaal Afrikaans en Engels, hoofsaaklik vir verspreiding in die Kaapse Skiereiland. Redaksie van vier. Oplaag 120 000. Begroting R294 900. (Oplaag sedert Desember 1992 tot 90 000 gerasionaliseer.)
Puisano - Streekkantoor Bloemfontein. Voertaal Afrikaans, Engels en Sotho, vir verspreiding in die Vrystaat en gedeeltes van Noord-Kaapland. Redaksie van drie. Oplaag 90000. Begroting R219 100. (Oplaag sedert Desember 1992 tot 80 000 gerasionaliseer.)

'n Nuwe korporatiewe beeld is in die loop van die jaar by al sewe koerante gevestig, onder meer deur die ontwerp van nuwe mashoofde.

DIREKTORAAT AUDIOVISUELE DIENS

Film en Video

Die produksie van die Subdirektoraat Film en Video het 'n beduidende toename teenoor die vorige verslagjaar getoon. Daar is 22% meer produkte as in die vorige verslagjaar gelewer, naamlik:

- 24 videoprogramme
- 3 skyfie-klankprogramme
- 6 TV-flitse
- 15 radioflitse

Die gemiddelde koste van die videoproduksies was R 1085 per minuut, wat sowat 64% laer is as die geprojekteerde markverwante waarde van R3 000 per minuut. Videoprogramme is vervaardig om, onder andere, gesonde intergroepverhoudinge te bevorder. SAUK-TV het van hierdie programme uitgesaai.

Die subdirektoraat is ook daarop ingestel om sy produkte aan ander staatsdepartemente en -instellings te lewer en om departemente en instellings van gespesialiseerde advies te dien. Die subdirektoraat oorweeg maniere waarop die radio as kommunikasiemedium beter benut kan word gedurende 1993.

Die volgende tabel gee 'n opsomming van die totale aantal bladsye, die oplaag, die drukkoste en die koste per eksemplaar van bogenoemde twee tydskrifte.

Titel	Getal bl	Oplaag	Drukkoste	Koste/eks
SA Panorama	484	238 942	R1 453 514	R6,08
SA Today	336	180 000	R448 550	R2,49

Beleidskommunikasie

Twee publikasies is in die verslagjaar deur die subdirektoraat bedryf, naamlik RSA-Beleidsoorsig/RSA Policy Review en Beleidsrigids/Policy Guide.

RSA-Beleidsoorsig

RSA-Beleidsoorsig/RSA Policy Review is 'n publikasie waarin, soos die titel aandui, regeringsbeleid en -inisiatiewe in die vorm van onderhoude en artikels uitgedra word. Dit bied 'n oorsig van beleidsrigtings en belangrike beleidsverklarings.

Die publikasie is veral van nut vir politici, akademici, navorsingsinstansies, die media en staatsdepartemente. Artikels en belangrike onderhoude word dikwels reeds voor verskyning in die blad aan die media beskikbaar gestel.

Tot Julie 1992 het die publikasie tien keer per jaar in afsonderlike Engelse en Afrikaanse uitgawes verskyn. Sedert die Augustus-uitgawe is die twee uitgawes tot een saamgevoeg met artikels in een amptelike taal 'n opsomming in die ander. Die samevoeging van die twee tydskrifte het onder meer meegebring dat die personeel minder tyd aan vertalings en meer aan die samestelling van die publikasie kon bestee.

Die tydskrif se oplaag beloop sowat 3 500. Die Departement van Buitelandse Sake het ongeveer 1 000 eksemplare vir verspreiding aan Suid-Afrikaanse missies gekoop, maar die oplaag in Julie 1992 gestaak as gevolg van die gebruik van sowel Engels as Afrikaans in een publikasie.

Die begroting vir die publikasie beloop R203 000. Die direkte eenheidskoste was R4,50.

Beleidsrigids

Die nuusblad, wat elke twee weke verskyn, hou senior staafslui op die hoogte van ontwikkelinge in regeringsbeleid, die staatkundige proses en ander beleidsake wat vir hulle van belang is.

Die blad is wyd in aanvraag en die oplaag, wat steeds groei, is ongeveer 9 500. Die begroting beloop R115 000. Die direkte eenheidskoste was R0,44.

Massakommunikasie

Ten einde die hoogste mate van finansiële doeltreffendheid en koördinerende van bestuurs- en joernalistieke aktiwiteite binne die SAKD se sewe streekkoerante te verseker, is die Subdirektoraat Massakommunikasie met ingang van 1 April 1992

Tfe Hoofkantoor gevestig.

Personeel

Benewens die redaksielede by elk van die SAKD-streekkoerante, beskik die subdirektoraat ook oor 'n sentrale redaksie van drie lede. Laasgenoemde voorsien die SAKD-koerante van regeringsnuusitems. Die SAKD-Nuusdiens, met 'n

)

THE

vanjaar gelyktydig in Afrikaans en Engels uitgegee word. Ongeveer R60 000 is sodoende aan drukkoste bespaaren die redaksie is et een personeellid verminder. Die volgende brosjures en voubiljette is ook op versoek van die SAKD en ander staatsdepartementen 1992 geproduseer:

Titel	Getal bl	Opplaag	Drukkoste	Koste/eks
-------	----------	---------	-----------	-----------

112 300 Gefinansier deur Buitelandse Sake				
---	--	--	--	--

This is South Africa	190 98 000	R392 000	R4,00	
----------------------	------------	----------	-------	--

Lessenaarkalender	93 58 7 000	R119 000	R17,00	
-------------------	-------------	----------	--------	--

Jaarverslag 1991	24 750	R10 500	R14,00	
------------------	--------	---------	--------	--

South African Profile	40 25 000	R31 250	R1,25	
-----------------------	-----------	---------	-------	--

Tuynhuys (AE-herdruk)	56 5000	R30 000	R6,00	
-----------------------	---------	---------	-------	--

The Muslims of South Africa	12 10 000	Gefinansier deur Buitelandse Sake		
-----------------------------	-----------	-----------------------------------	--	--

South Africa				
--------------	--	--	--	--

Invest in the mineral industry	44 10 000	R30 130	R3,01	
--------------------------------	-----------	---------	-------	--

Conservation in SA				
--------------------	--	--	--	--

Challenges and achievements	20 10 000	Gefinansier deur Buitelandse Sake		
-----------------------------	-----------	-----------------------------------	--	--

Die Ou Raadsaal (A/E)		Gefinansier deur Onderwys		
-----------------------	--	---------------------------	--	--

(brochure en pamflet)	40 4 000	en Kultuur: Volksraad		
-----------------------	----------	-----------------------	--	--

Die SA Regering se benadering tot die grondwetlike proses

en tot 'n nuwe grondwet (A/E) 10 panele 25 000 R7 950 R0,32
Nasionale kommunikasiebeleid .
en -strategie (A/E) 18 panele 6 000 R6 000 R1,00
South Africa at a glance 22 panele 300 000 Gefinansier deur Buitelandse Sake

Gefinansier deur Onderwys
Onderwysnuusbriewe (3) 12 976 000 en Kultuur: Volksraad
South Africa: A glimpse 2 6 000 R600 R0,10

Tydskrifte

Die subdirektoraat het die twee tydskrifte Suid-Afrikaanse Panoramay/South African Panoramaaen Southern Africa Today gepubliseer.

SA Panorama

Ses uitgawes van SA Panorama in albei amptelike tale met 'n totale oplaag van 238942 en 'n drukkoste van R1453 514 (R6,08 drukkoste per eksemplaar) is uitgegee. Die publikasie van SA Panorama ismet die uitgawe van Januarie/Februarie 1993 gestaak.

SA Today

Agtuitgawes met 'n totale binnelandse oplaag van sowat 180000 en 'n drukkoste van R448 550 (R2,49 drukkoste per eksemplaar) is uitgegee. Sowat 58% van die totale oplaag van die tydskrif is deur die Departement van Buitelandse Sake aangekoop vir buitelandse verspreiding. Die publikasie van SA Today is met die uitgawe van Desember 1992 gestaak.

'n 'n

Gelyke geleenthede

Figuur 8 weerspieël die persentasieverhouding van mans tot dames in die onderskeie poste op die diensstaat van die SAKD.

Figuur 8

VERHOUDING VAN MANS TOT DAMES

100%

85,70%

80% " B - - c c c o v o t o c o t t t n o n e s a a c e a n e e e s

60% | AREERE 5(.)4.0. .;9â\200\230;0; N .46.8(; 5 .53.20.0,(. S

43,60

40% |

20% | Â° 7233022 -

0 Dir en hoër Adj-Dir en Asst-Dir Laer as Asst-Dir Totaal

GETAL 18 3 Gl 0) HEER2AIS 245 278

Âf Mans Dames

FUNKSIONELE BEDRYWIGHED

Die funksionele bedrywighe van die SAKD word vervolgens toegelig onder die twee betrokke hoofdirektorate.

HOOFDIREKTORAAT MEDIAPRODUKSIE

Die Hoofdirektoraat Mediaproduksie bestaan uit die Direktoraat Publikasies en die Direktoraat Oudiovisuele Diens. Die Direktoraat Publikasies is onderverdeel in die subdirektorate Boeke en Brosjures; Tydskrifte; Beleidskommunikasie; en Massakommunikasie. Die Direktoraat Oudiovisuele Diens bestaan uit die subdirektorate Film en Video; Kuns en Uitstallings; en die Fotografiese Diens.

DIREKTORAAT PUBLIKASIES

Boeke en Brosjures

Dië subdirektoraat het vanjaarweer die Amptelike Jaarboek in albei amptelike tale uitgegee. â\200\230'n Oplaag van 13 100 teen 'n drukkoste van R179 560, dit wilsâ R13,71 drukkoste per eksemplaar, is gedruk. Hiervan het die Departement van Buitelandse Sake 7 600 aangekoop vir buitelandse verspreiding. Die res is binnelands bemark. Deur die bladuitleg self met behulp van die rekenaar te doen, kon die Jaarboek

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Op versoek van die KVA het die SAKD ook verantwoordelikheid aanvaar vir die toekomstige aanbieding van die kursus in skakelopleiding vir alle skakel-/kommunikasiepersoneel in die Staatsdiens.

Organisasie en Diensstaat

Die implementering van besigheidsbeginsels het genoodsaak dat daar indringend na die SAKD se goedgekeurde diensstaat gekyk moes word.

Aan die hand van onder meer natuurlike personeelvermindering as gevolg van bedankings, affrede en ander, asook formele werkstudie-ondersoeke, is die SAKD se diensstaat in 'n meer realistiese verhouding tot die totale beskikbare fondse vir personeel en bedryfskapitaal gebring.

Gedurende 1992 is begin met die afskaffing van 72 poste (waarvan 13 vroeg in 1993 gefinaliseer sal word) met 'n totale teoretiese besparing (sommige poste was vakant) van R1974973 (Figuurb). Die gemelde verskraling verteenwoordig 12.3% van die totale diensstaat.

Figuur 5
BESPARING
80 2 500 000
e

R1 974 973
12 000 000
60
71 500 000
40
71 000 000
201
71500 000
0 (0)

Poste Randwaarde

* Sluit 13 poste in waarvan die rasionalisering vroeg in 1993 gefinaliseer sal word.

Aanstellings en Dienseindigings

Vergeleke met 1991 het aanstellings in die SAKD gedurende 1992 met 66,7% afgeneem. Slegs 33 aanstellings is gedurende die verslagjaar gedoen. Figuur 6 gee 'n vergelyking tussen aanstellings en dienseindigings sedert 1989 en Figuur 7

gee 'n uiteensetting van die redes vir uitdienstredings.

A

Drakoste-eenhede

Vanweë die realiteit dat ondersteuningskomponente nie wins genereer nie, maar in geheel drakoste-eenhede is, is 1992 gekenmerk deur die maksimale vaartbelyning daarvan. Personeelgetalle in daardie komponente is realisties verminder en in verhouding gebring tot die bedryfsfondse wat vir die SAKD vir die boekjaar 1992/93 begroot is.

Maksimale klem is gelê op dienslewering, advies en ondersteuning aan lyn-funksionarisse. Daardeur is hulle in staat gestel om hul taak meer effektief en kostedoeltreffend te verrig.

Bestuurselfstandigheid

Bestuurselfstandigheid is ooreenkomstig die riglyne van die eksterne rolspelers (Ouditeur-generaal, Kommissie vir Administrasie en Departement van Staatsbesteding) tot op die laags moontlike vlak van uitvoering in die SAKD afgewentel. Raamwerk vir gereelde gestruktureerde prestasie-ouditinspeksies word in oorleg met die Ouditeur-generaal se Kantoor ontwikkel om te verseker dat bestuurselfstandigheid verantwoordelik toegepas word.

Opleiding

Die bestuur van verandering in die SAKD het groot eise aan die organisasie se relatief klein opleidingskomponent gestel. Aangesien talle opleidingsmodules aangepas en van meet af aan ontwikkel moes word om in 'n besigheidsbeginselmilieu relevant te kan wees, is by die Kommissie vir Administrasie (KVA) se Instituut vir Opleiding toestemming verkry om gedurende 1992 prioriteit te verleen aan opleiding wat aan die SAKD se veranderde behoeftes voldoen. Altesaam 75 beamptes het kursusse by die instituut deurloop terwyl 213 die SAKD se eie kursusse soos in Figuur 4 aangedui, deurloop het.

Figuur 4

INTERNE KURSUSSE 1992
(213 beamptes)

Personeelevaluering Skakelvaardighede
27,6% 6,2%

Openbare optrede
15,9%

Videokamera-
hantering

7,1%

Fasiliteringvaardighede
43,2%

Omdat die relatiewe koste van die SAKD se streekaktiwiteite 51,4% van sy totale koste verteenwoordig (Figuur 3), is spesiale aandag aan die optimalisering van streekskakelaksiesbestee.

Figuur 3

VERDELING VAN TOTALE KOSTE
Hoofkantoor vs Streekkantore

Hoofkantoor
48.6%

Streekkantore
51.4%

Dienste en Produkte

Verantwoordelikebestuurders is foenemend op die hoogte van die presiese aard en omvang van die totale koste van elk van die produkte en dienste wat hulle lewer, asook wat die markverwante waarde daarvan is. Daardie inligting is noodsaaklik om te verseker dat die waarde van die produkte of dienste wat gelewer word uiteindelik groter sal wees as die koste daaraan verbonde.

Tydstaatstelsel

ê\200\230n Tydstaatstelsel is met ingang van 1 April 1992 geïmplementeer. Daarvolgens kandie werklike tyd wat personeel aan hul produkte en dienste bestee, bepaalen verreken word. Dit is noodsaaklik om besigheidseenhede in staat te stel om tyd in verhouding tot doelwitte verantwoordbaarte evalueer.

Bestuursinligtingstelsel

Verskeie prototipes gerekenariseerde bestuursinligtingstelsels wat Bestuur in staat stel om vinnige en verantwoordbare besluite te neem, is tans by die SAKD in gebruik.

Met die oog op die integrering van die verskillende SAKD-stelsels met mekaar, asook met die Staatsdiens se gesentraliseerde Finansiële Bestuurstelsel (FBS), die Personeel- en Salarisstelsel (PERSAL) en die Voorsieningsadministrasieselsel (VAS), is daar reeds ver gevorder met die ontwikkeling van ê\200\230n rekenaarondersteunde Meesterstelselplan (MSP).

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Figuur 1

VERDELING VAN PERSONEELKOSTE

Administratiewe personeel vs Lynfunksionarisse

Streekskakel
21.4%

Streekkantoor-
administrasie
24.9%

Mediaskakel
5.2%
Mediaproduksie
18.6%
Hoofkantoor-
administrasie : X
Projekdienste
21.6% 8 3%

Personeeluitgawes het 58,3% van die SAKD se totale koste beloop (Figuur 2). Om
â\200\230n beter balans tussen personeel- en ander uitgawes te bewerkstellig, het
Hoofbestuur â\200\230'nomvattende werkstudie-ondersoek gelas. Voortspruitend hieruit is
â\200\230n proses van verantwoordelike rasionalisering geïmplementeer.

Figuur 2

VERDELING VAN TOTALE KOSTE

Personeel vs bedryfskoste

Personeel
58.3%

Akkommodasie-
koste
9.5%

Toerusting

2.4%

Reklame

3.5% Bedryfskoste

26.3%

INLEIDING

Die Suid-Afrikaanse Kommunikasiediens (SAKD) se VISIE en MISSIE vergestalt die Regering se verantwoordelikheid om mense op grondviak in te lig sonder om inbreuk te maak op die keuse- en besluthemingsvryheid van individue. Gedurende die verslagjaar het die SAKD opnuut sy missie in oënskyn geneem en volle verantwoordelikheid aanvaar vir die verskaffing van 'n gekoördineerde en kostedoelireffende owerheidsinligtingsdiens aan die bevolking.

Die visie en missie van die SAKD is daarom soos volg geformuleer:

VISIE

INGELIGTE EN BETROKKE GEMEENSAPPE TER WILLE VAN VREDE EN VOORSPOED

MISSIE

OM 'N GEKOORDINEERDE EN GESPECIALISEERDE OWERHEIDSINLIGTINGSDIENS KOSTEDOELTREFFEND TE LEWER TEN EINDE DIE BINNELANDSE BEVOLKING IN TE LIG EN TE BETREK ASOOK, OP VERSOEK, SO WINDIENS AAN BUITELANDERS TE LEWER

KOMMERSIALISERING

Om die inligtingsdiens op die kostedoeltreffendste wyse te lewer, het die SAKD voorafgebou op sy ingeslane weg van kommersialisering en is daar die afgelope verslagjaar groot vordering gemaak met die implementering en verdere vestiging van kommersialiseringsbeginsels in die SAKD.

Om 'n koste-ontleding van sy dienste en produkte te kon maak, was dit nodig om, aanvullend tot die Finansiële Bestuurstelsel (FBS), gedetailleerde besigheidsplanne vir elk van die 34 besigheidseenhede waarin die SAKD opgedeel is, op te stel.

Ontleding van die SAKD se uitgawe aan personeel het getoon dat 46,5% daarvan aan administratiewe uitgawes bestee word (Figuur 1). Hiervan verteenwoordig uitgawes aan streekkantooradministrasie 24,9% en aan Hoofkantooradministrasie 21 1575

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ORGANISASIESTRUKTUUR VAN DIE
SUID-AFRIKAANSE KOMMUNIKASIEDIENS (SAKD)

=

HOOF: SAKD
MNR DP VENTER

: : I :

Hoofdirektoraat [Hoofdirektoraat Hoofdirektoraat
Gemeenskapskake Mediaproduksie Ondersteuningsdiens
Mnr W Cook Mnr JM Smith Mnr AP Oberholzer
Direktoraat Direktoraat Direktoraat
Projekbestuur Publikasies Administrasie
Direktoraat Direktoraat Direktoraat
Mediaskakel Oudiovisuele Diens Be;{Surgz%gns
SA Besoekersdiens E@gï¬\201,ï¬\201?gagkel

Direktoraat
Navorsing
Kommunikasiesentrum
Direktoraat
Streekskakeldiens
en
Streekkantore

HOOFBESTUUR VAN DIE SAKD

Mnr DP Venter

Hoof: Suid-Afrikaanse KommunikasiÃ©diens

LN

Mnr AP Oberholzer

Hoofdirekteur
Ondersteuningsdiens

Mnr JM Smith
Hoofdirekteur
Mediaproduksie

co Il
Mnr W Cook
Hoofdirekteur
Gemeenskapskake

-

Mnr DJ van der Merwe

Direkteur
Administrasie

VOORWOORD

Die Suid-Afrikaanse Kommunikasiediens (SAKD) het gedurende die tydperk 1 Januarie 1992 tot 31 Desember 1992 verder gevorder in sy vestiging van 'n sakegeoriënteerde benadering om 'n kostedoelireffende, professionele en betroubare kommunikasiediens te verseker. Die regering van die dag en die Staatsdiens is daardeur in staat gestel om hul verantwoordelikheid nate kóm om die publiek oor sowel regeringsbeleid en die implikasies daarvan in te lig, as oor dienste wat die owerheid verskaf.

Gedurende die afgelope jaar het die SAKD op eie inisiatief sy personeel en poste aansienlik ingekort. Hierdeur is 'n beter balans tussen personeel en bedryfskoste verkry en 'n toename in die nuwe finansiële jaar se begroting voorkom. Ongelukkig het dit meegebring dat van die personeel gerasionaliseer moes word. Hoewel die rasionalisasie met empatie hanteer is, het dit noodwendig beroepsonsekerheid in die hand gewerk en 'n tydperk van konsolidasie genoodsaak. 'n Verdere belangrike verwikkeling was die besluit om die produksie van Southern Africa Today, Suid-Afrikaanse Panorama en die Kalender te staak, omdat hierdie publikasies nie meer aan die behoeftes van die Suid-Afrikaanse gemeenskap voldoen het en nie kostedoelreffend was nie. Southern Africa Today en SA Panorama word binnekort vervang deur onderskeidelik 'n kruiskulturele jeugtydskrif en 'n kwartaalblad

wat oor spesifieke onderwerpe van nasionale belang sal handel, soos toerisme, die vervaardigingsbedryf en die jaar van die gesin. In die geval van laasgenoemde publikasie sal die deelnemende departemente die koste dra. Die gemeenskapskakelfunksie wat aan die SAKD oorgedra is, het voorrang geniet. Deur as fasiliteerder op te tree om gemeenskappe oor die grense van kunsmatige skeidings bymekaar te bring, help verseker die SAKD intoenemende mate dat 'n betekenisvolle debat oor die toekoms van gemeenskappe ook op grondvlak plaasvind. Die toename in kontak en wedersydse begrip wat hierdeur bewerkstellig word, is baie bemoedigend. Beduidende suksesse is reeds behaal en 'n groeiende behoefte aan sulke inisiatiewe word ondervind.

As deel van 'n volgehoue proses om owerheidskommunikasie en -reaksie oor die algemeen te verbeter, het die SAKD onlangs 'n kommunikasiesentrum gevestig wat 24 uur per dag, sewe dae per week diens lewer. Alle hoofstroom gedrukte en elektroniese media word deurlopend gemoniteer sodat die owerheid kommunikasiebehoeftes en geleenthede betyds kan identifiseer. Die vestiging van dié sentrum is 'n aanduiding van die waarde wat die Regering heg aan die media as barometer van die openbare mening en die behoeftes van die samelewing. Benewens bogenoemde aktiwiteite, lewer die SAKD 'n wye verskeidenheid van kommunikasiedienste en -produkte. Hierdie verslag bevat meer inligting daaroor.

Die SAKD is al hoe beter toegerus om daartoe by te dra dat Suid-Afrika hom gereed maak om 'n demokratiese toekoms tegemoet te gaan waarin alle Suid-Afrikaners na vrede en voorspoed kan uitsien. Die vraag oor hoe alle Suid-Afrikaners beter gedien kan word, is vir alle personele van kernbelang.

Aadn die Minister van Staatkundige
Ontwikkeling en van Kommunikasie

Ek het die eer om die Jaarverslag van
die Suid-Afrikaanse Kommunikasiediens
vir 1992 voor te lê

(@Yt

DP VENTER

Hoof: Suid-Afrikaanse
Kommunikasiediens

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