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Suid-Afrikaanse Kommunikasiediens South African Communication Service

VERWYSING: S 15/6

1993-06-04

Die Voorsitter
Onafhanklike Mediakommissie
Media Tegniese Komitee
World Trade Centre
Kamer U 101
KEMPTON PARK

Geagte Meneer

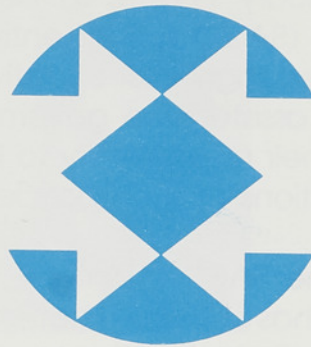
JAARVERSLAG 1992 : SUID-AFRIKAANSE KOMMUNIKASIEDIENS (SAKD)

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2. Ek heg vir u inligting die SAKD se 1992-Jaarverslag hierby aan. Die jaarverslag is pas ter tafel gelê met die bespreking van die SAKD se begrotingsdebat in die Parlement.
3. Soos deur u versoek, is inligting en eksemplare met betrekking tot ander departemente/instansies se publikasies ook reeds aan u besorg. Enige verdere publikasies wat intussen van daardie instansies ontvang word, sal onmiddellik tot u beskikking gestel word.
4. Inligting wat u nog mag benodig sal met graagte verstrek word en u is welkom om die Hoof : SAKD persoonlik of mnr. Daan v/d Merwe by telefoonnommer (W) (012) 325-3160 X2142 of (H) (012) 804-2994 in die verband te kontak.

Die uwe

HOOF : SUID-AFRIKAANWE KOMMUNIKASIEDIENS
9311387.BRI

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To the Minister of Constitutional
Development and of
Communication

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

DP VENTER

Head: South African Communication
Service

FOREWORD

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.

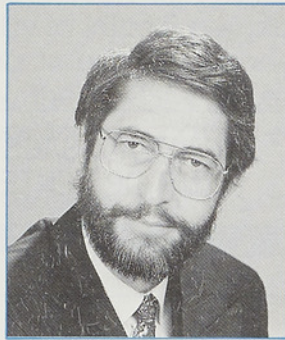
The inter-community relationship function which was transferred to the SACS has received priority attention. The SACS, acting as facilitator to bring communities together across artificial divides, is increasingly helping to ensure that meaningful and grassroots debate on the future of communities takes 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



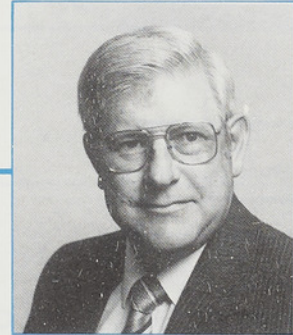
Mr DP Venter

Head: South African Communication Service



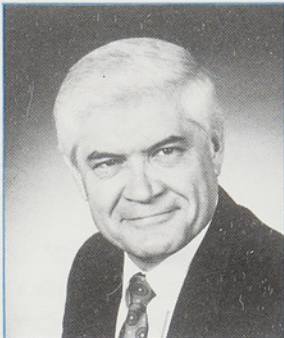
Mr AP Oberholzer

Chief Director
Support Service



Mr JM Smith

Chief Director
Media Production



Mr W Cook

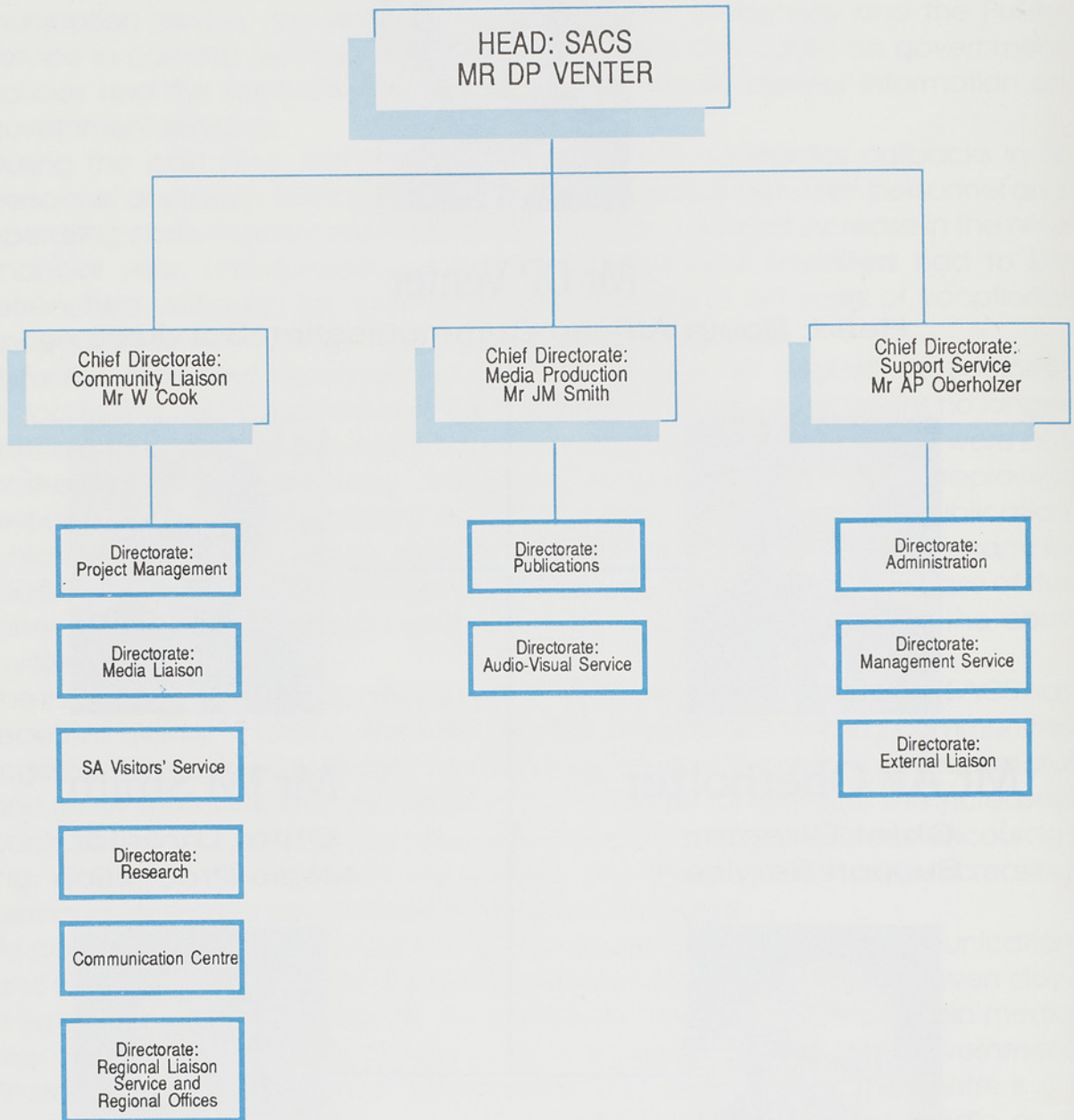
Chief Director
Community Liaison



Mr DJ van der Merwe

Director
Administration

ORGANISATIONAL STRUCTURE OF THE SOUTH AFRICAN COMMUNICATION SERVICE (SACS)



INTRODUCTION

The South African Communication Service's (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

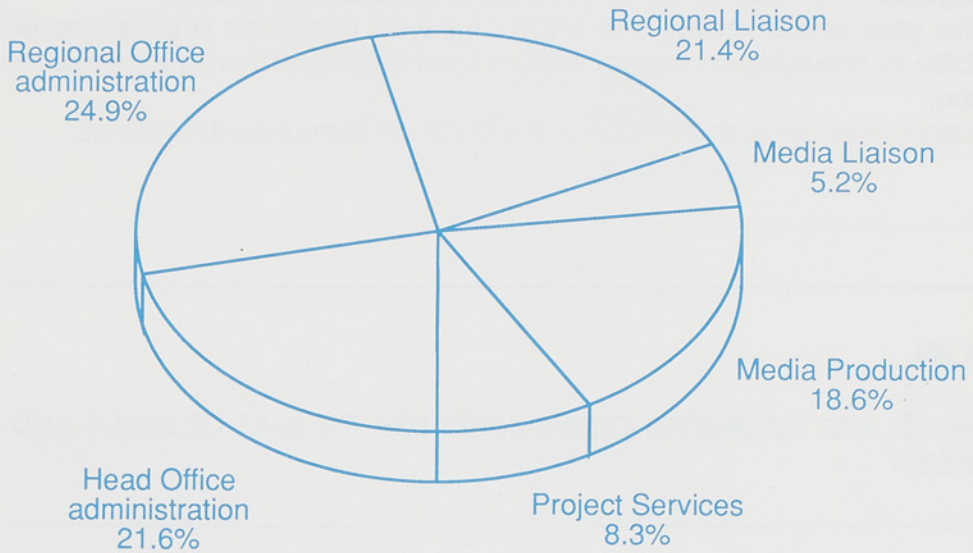
COMMERCIALISATION

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

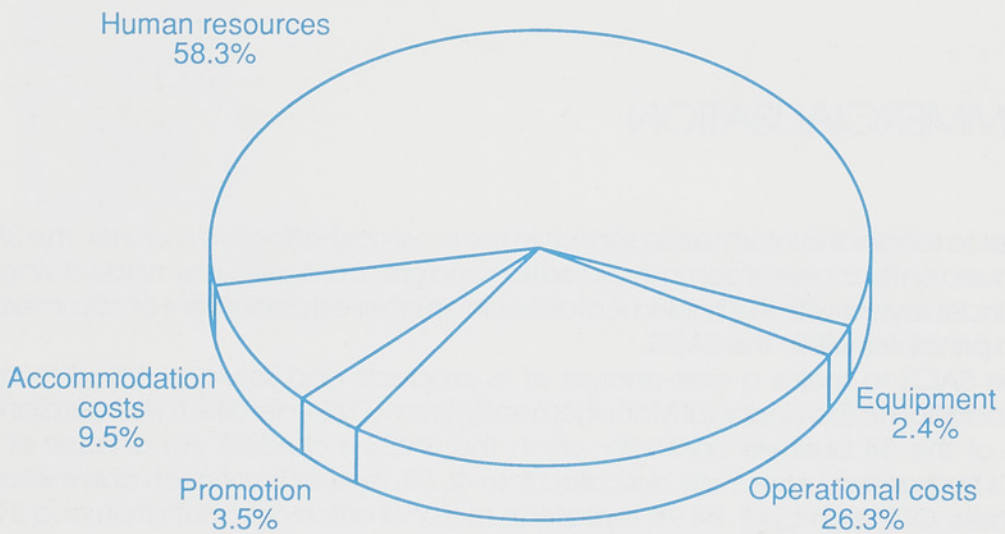
DISTRIBUTION OF HUMAN RESOURCES COSTS Administrative personnel vs Line functionaries



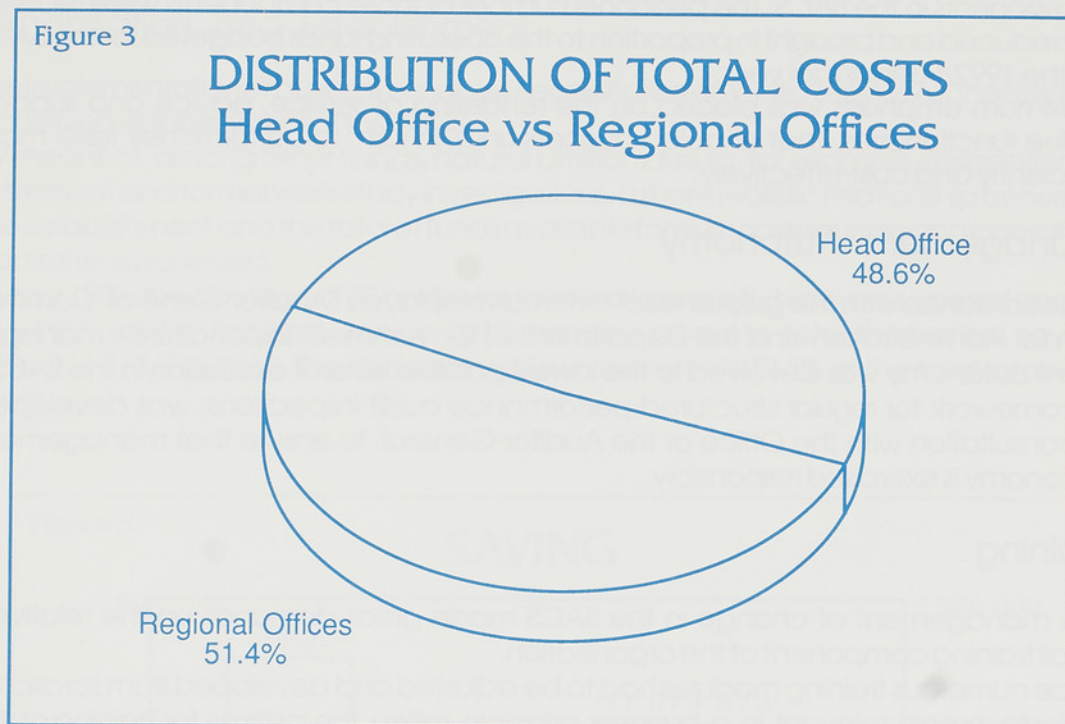
Human resources expenditure amounted to 58,3% of the total costs of the SACS (Figure 2). To bring about a better balance between human resources expenditure and other expenditure, the Chief Management directed that a work-study investigation be carried out. Following the investigation, a process of responsible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

Figure 2

DISTRIBUTION OF TOTAL COSTS Human resources vs operating funds



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 liaison actions.



Services and Products

Responsibility managers are increasingly well informed of the exact nature and extent of the total costs of each of the products and services they provide, as well as of the market-related value of those products and services. Such information is essential in order to ensure that the value of the products and services that are provided, will ultimately exceed the costs involved.

Timesheet System

A timesheet system was implemented effective from 1 April 1992. The actual time that personnel spend on their products and services can be determined and calculated on the basis of this system. This is essential in order to enable business units to evaluate time 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 to 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 progress has been made in the development of a computer-aided Master System Plan (MSP).

Overhead Units

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.

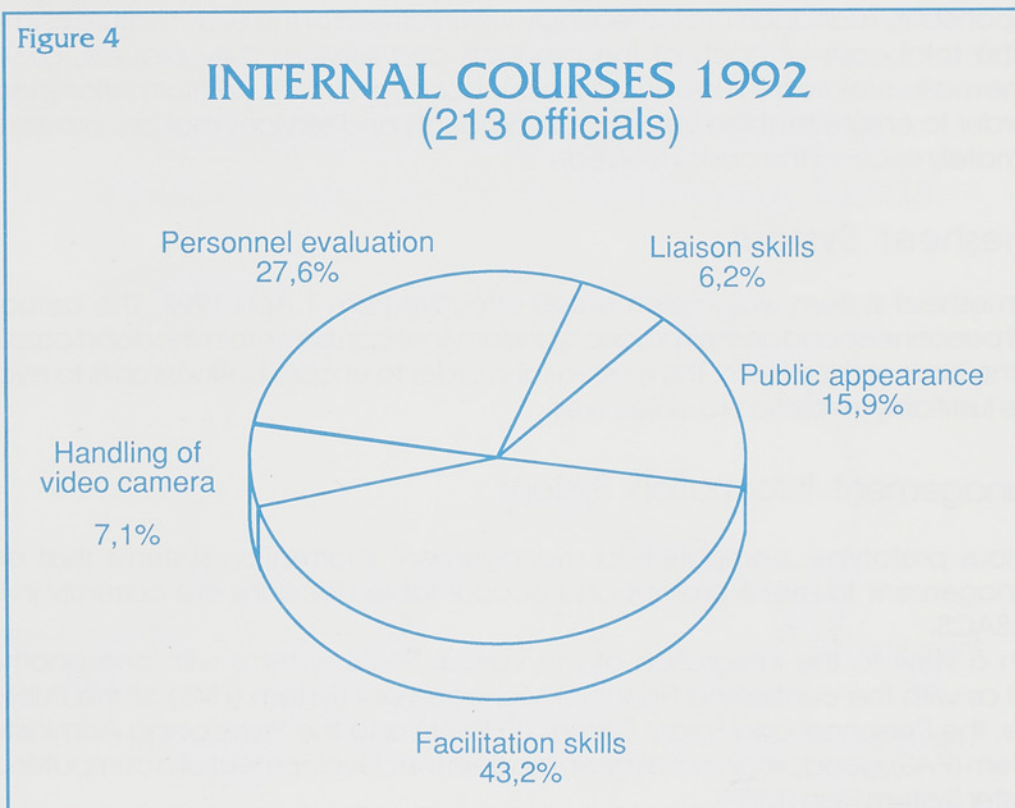
Management Autonomy

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.



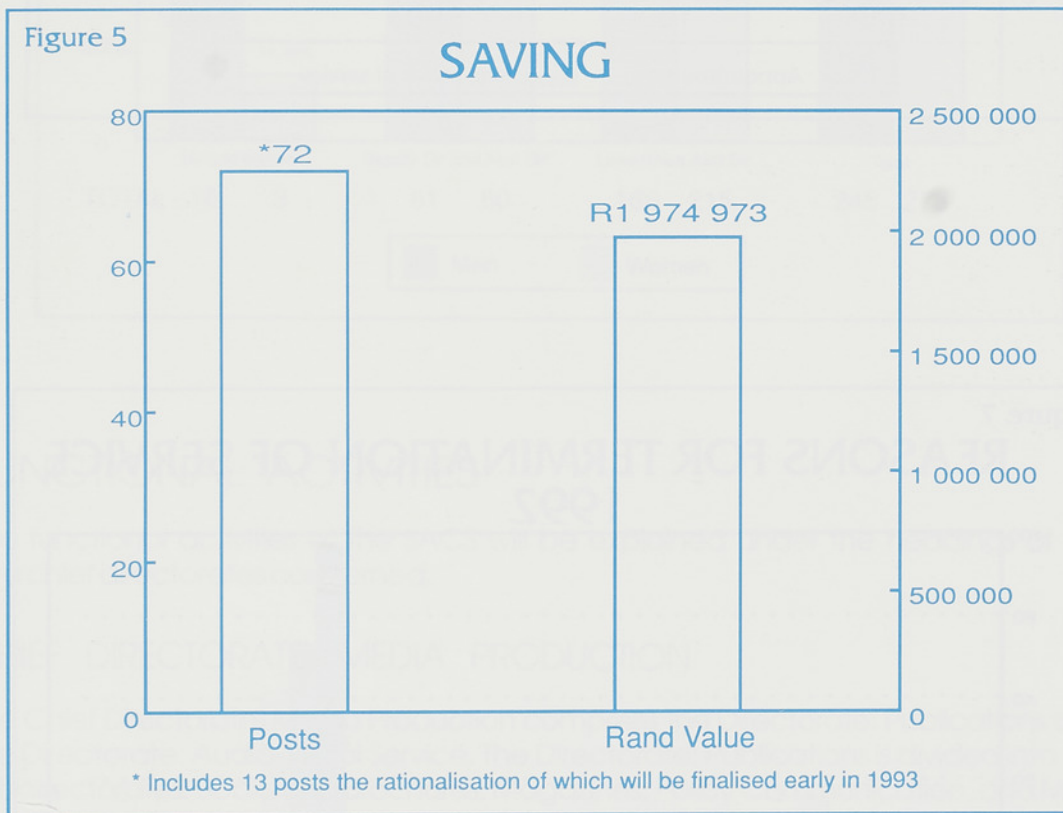
At the request of the CFA, the SACS also accepted responsibility for the future presentation of the course in public relations for all public relations/communication officers in the Public Service.

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.



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.

Figure 6

APPOINTMENTS AND TERMINATION OF SERVICE

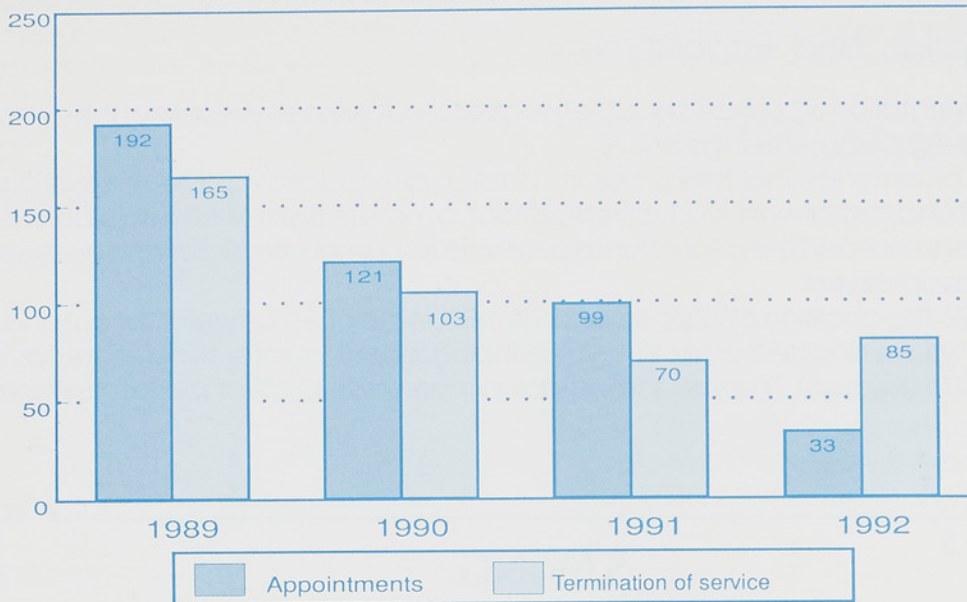
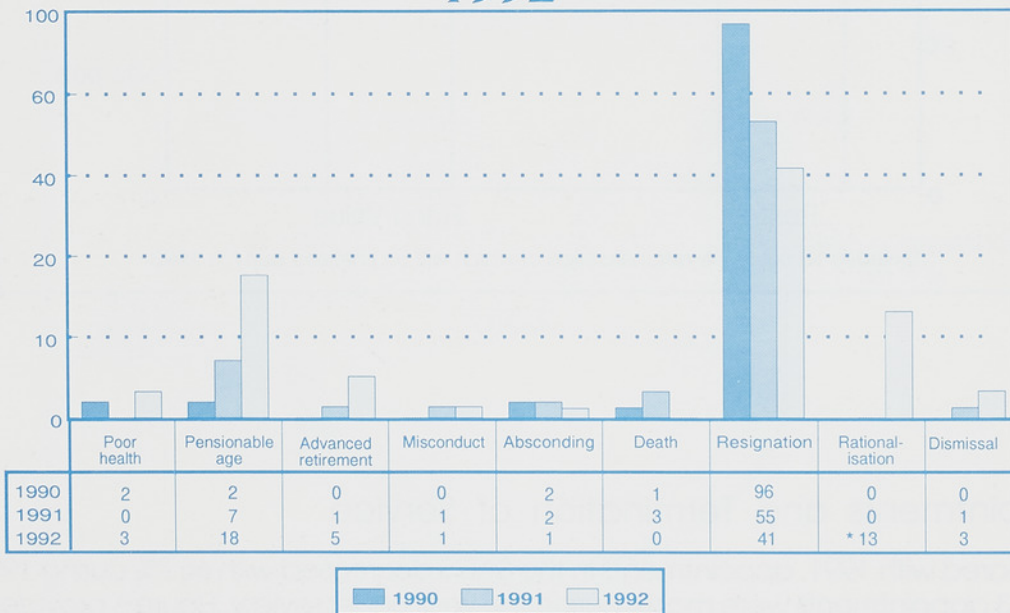


Figure 7

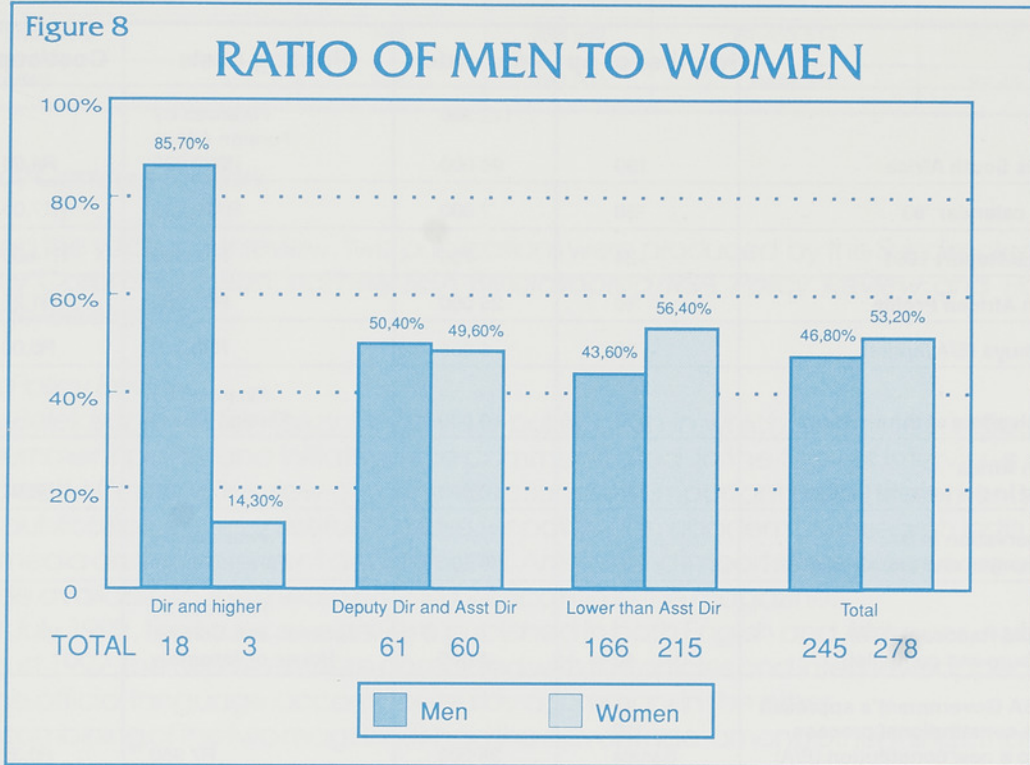
REASONS FOR TERMINATION OF SERVICE 1992



*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.



FUNCTIONAL ACTIVITIES

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

English and Afrikaans simultaneously. Furthermore, approximately R60 000 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
This is South Africa	190	112 300 98 000	Financed by Foreign Affairs 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	R1,25
Tuynhuys (E/A reprint)	56	5 000	R30 000	R6,00
The Muslims of South Africa	12	10 000	Financed by Foreign Affairs	
South Africa Invest in the mineral industry	44	10 000	R30 130	R3,01
Conservation in SA Challenges and achievements	20	10 000	Financed by Foreign Affairs	
The Old Raadsaal (E/A) (brochure and pamphlet)	40	4 000	Financed by Education and Culture: House of Assembly	
The SA Government's approach to the constitutional process and to a new constitution (E/A)	10 panels	25 000	R7 950	R0,32
National communication policy and strategy (E/A)	18 panels	6 000	R6 000	R1,00
South Africa at a glance	22 panels	300 000	Financed by Foreign Affairs	
Education newsletters (3)	12	976 000	Financed by Education and Culture: House of Assembly	
South Africa: A glimpse	2	6 000	R600	R0,10

Magazines

This subdirectorates published the magazines *South African Panorama/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 238 942 amounting to R1 453 514, 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 180 000 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/Beleidsgid*.

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 1 000 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 9 500. The budget amounts to R1 15 000. 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 subdirectorate 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

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 40 000. 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

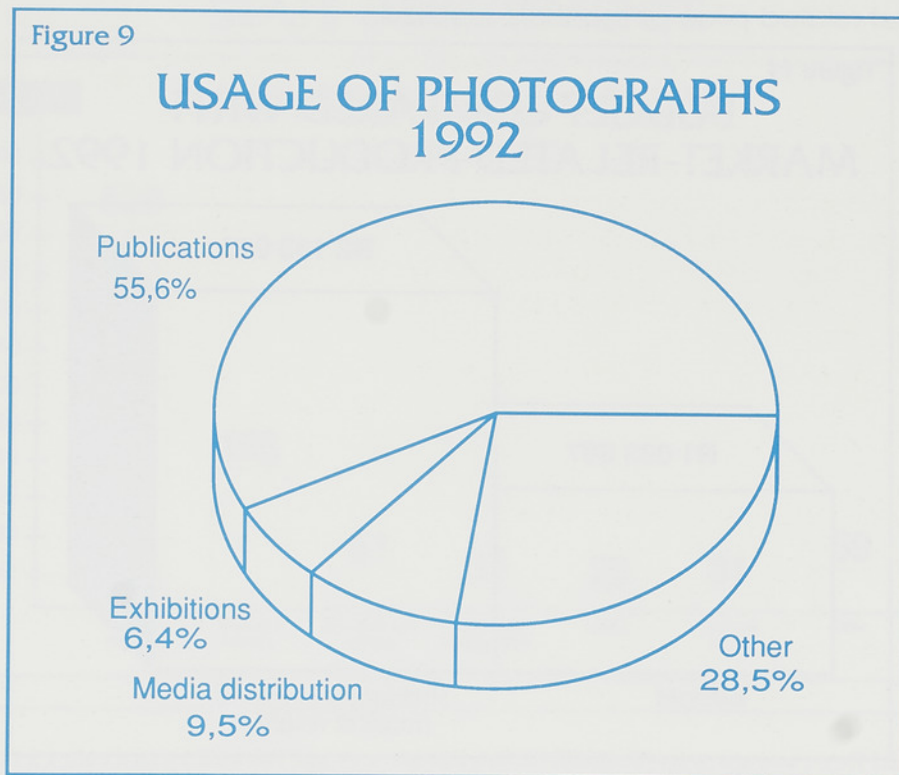
The production of the Subdirectorate: Film and Video increased considerably compared with the previous year under review. There were 22% more products than in the previous year, namely

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

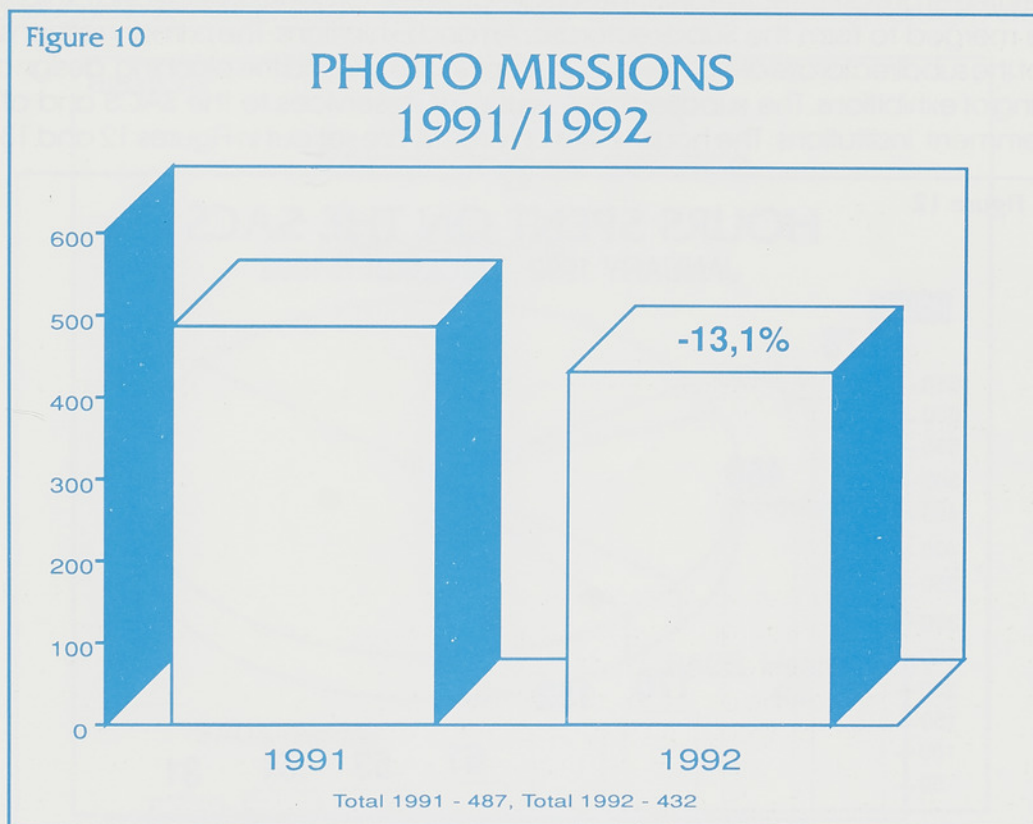
The average cost of the video productions amounted to R1 085 per minute which is about 64% lower than the projected market-related value of R3 000 per minute. Video programmes were produced to promote sound intergroup relations, among other things. Some of the programmes were broadcast by SABC-TV during the year. The subdirectorate is also geared to supply its products and give specialised advice to other government departments and institutions. The subdirectorate is considering ways in which better use of the radio as communication medium could be made during 1993.

Photographic Service

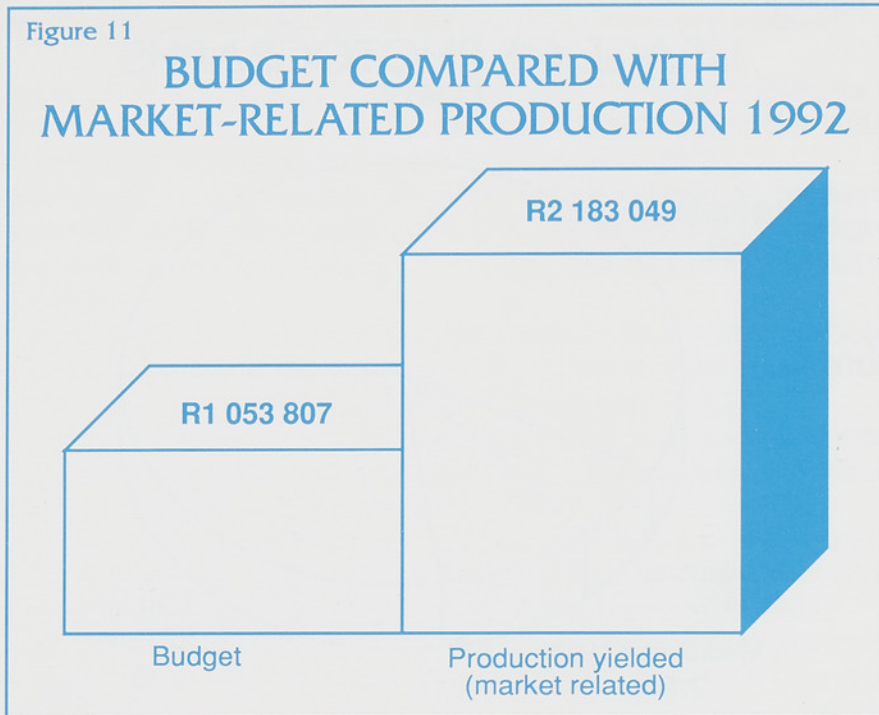
The products of this subdirectorate were utilised as set out in Figure 9.



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.



The above-mentioned reduction also brought about a saving in the approved establishment. The subdirectorate constantly attempts to supply its services and products in the most cost-effective manner. Figure 11 shows the difference between the budget and the market-related price of products supplied.



Art and Exhibitions

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

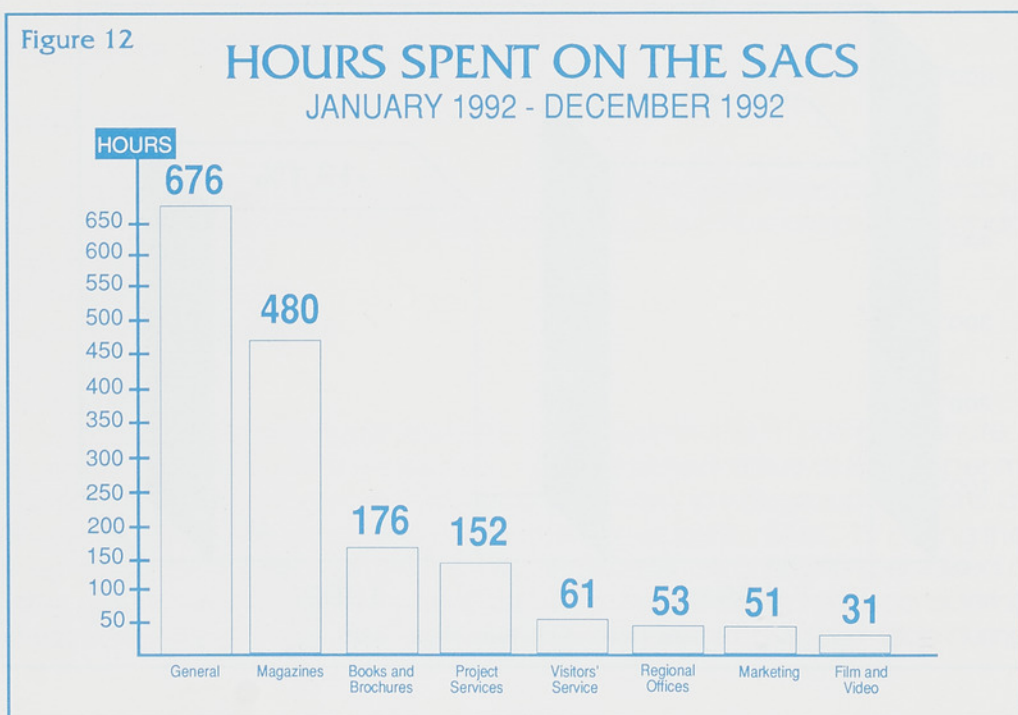
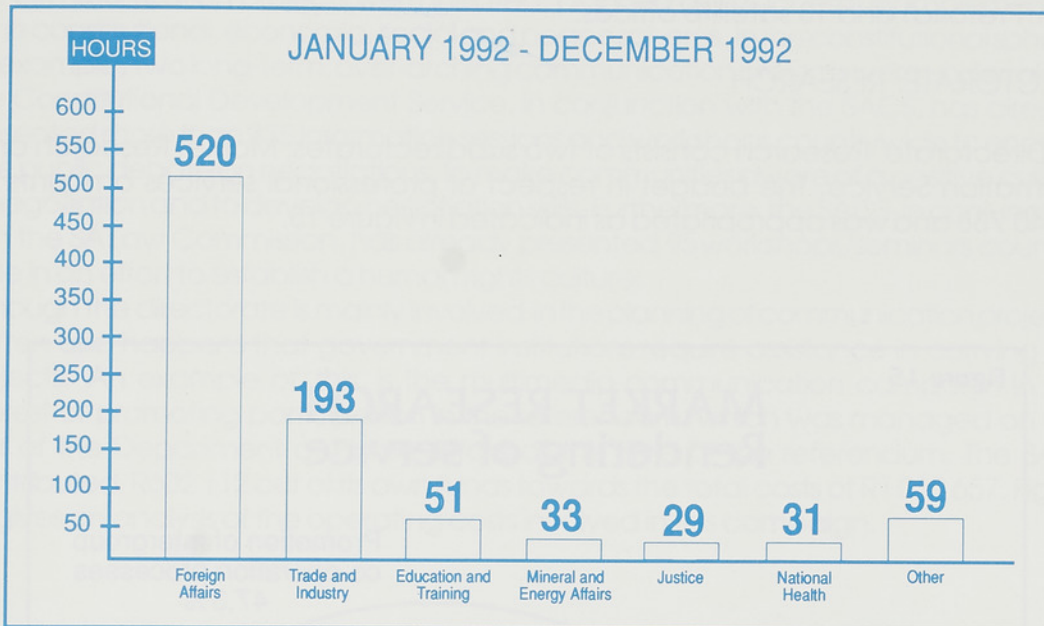


Figure 13

HOURS SPENT ON OTHER STATE DEPARTMENTS

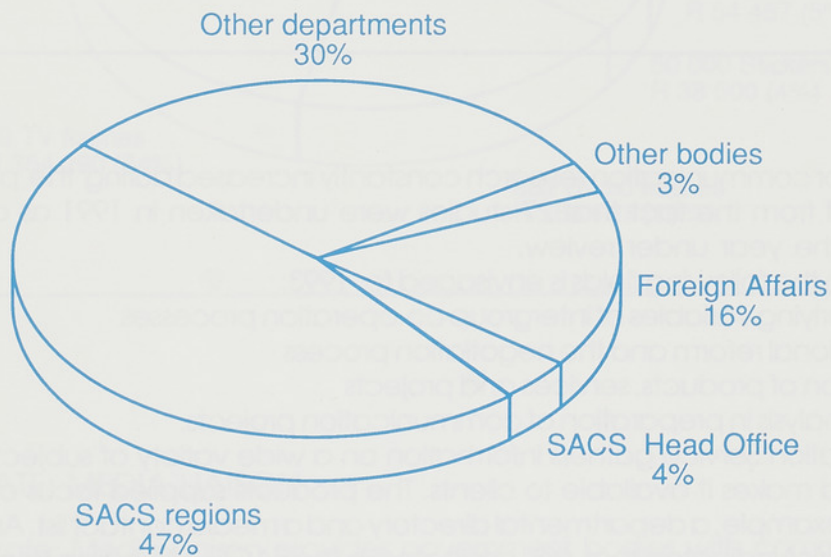


The direct hourly cost of the Art section amounts to R106,05 compared to R145 to R170 per hour in the private sector.

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.

Figure 14

EXHIBITIONS Rendering of service

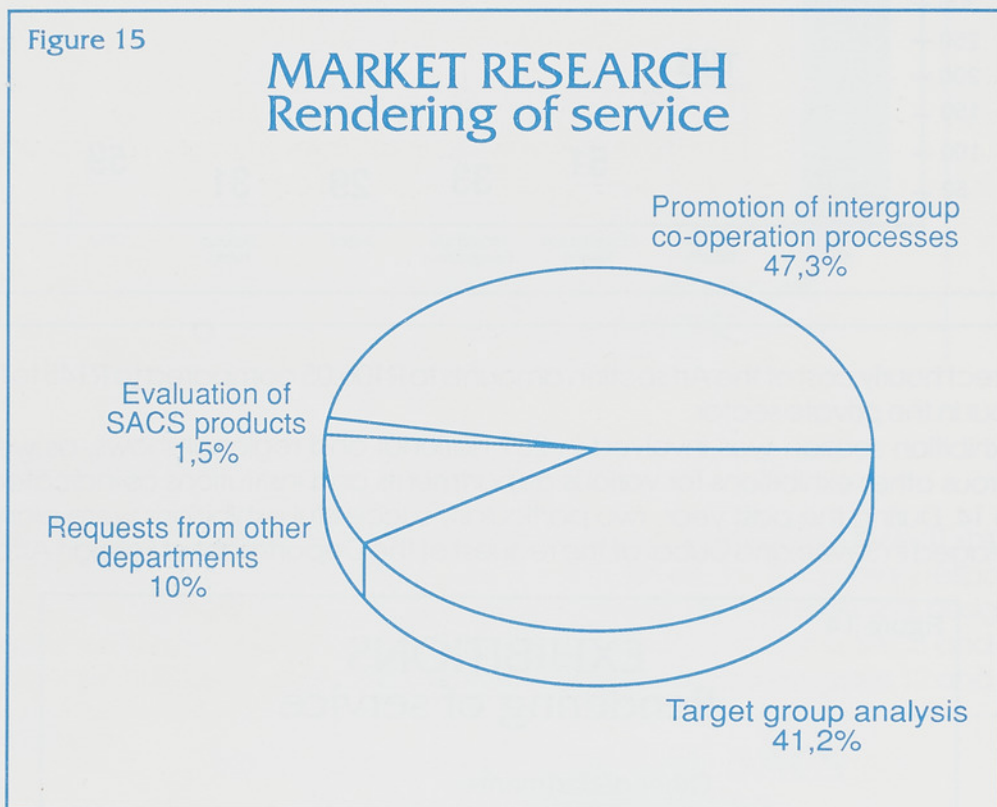


CHIEF DIRECTORATE: COMMUNITY LIAISON

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 15.



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:

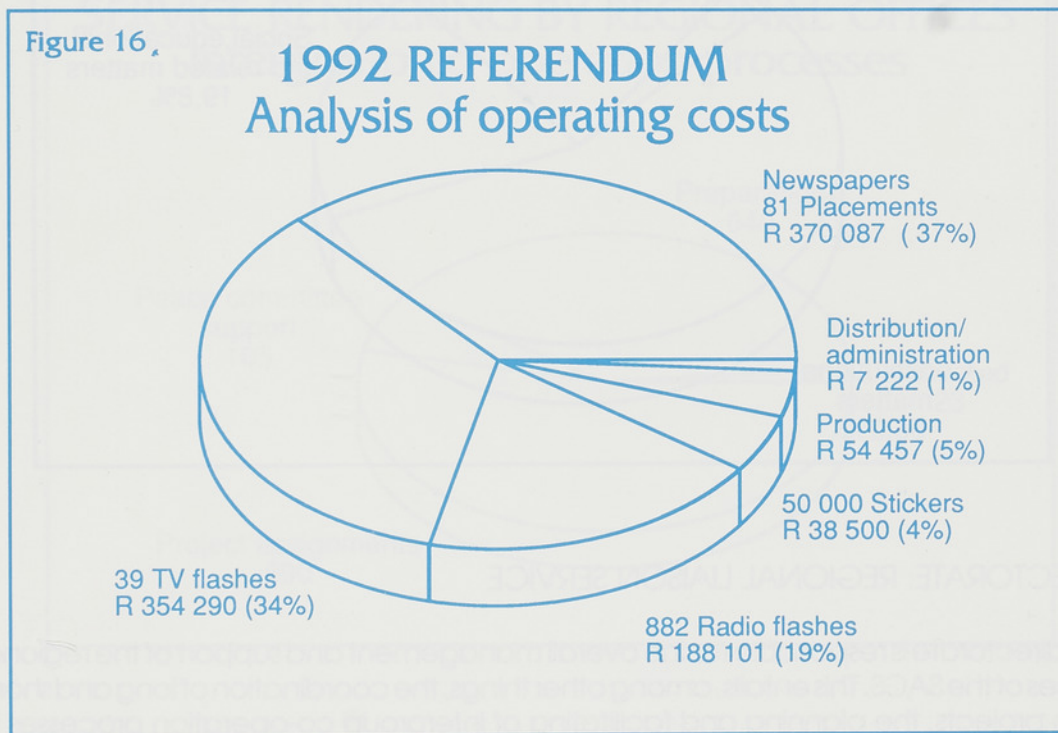
- the underlying variables of intergroup co-operation processes
- constitutional reform and the negotiation process
- evaluation of products, services and projects
- target analysis in preparation of communication projects.

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 SA Law 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.



DIRECTORATE: MEDIA LIAISON

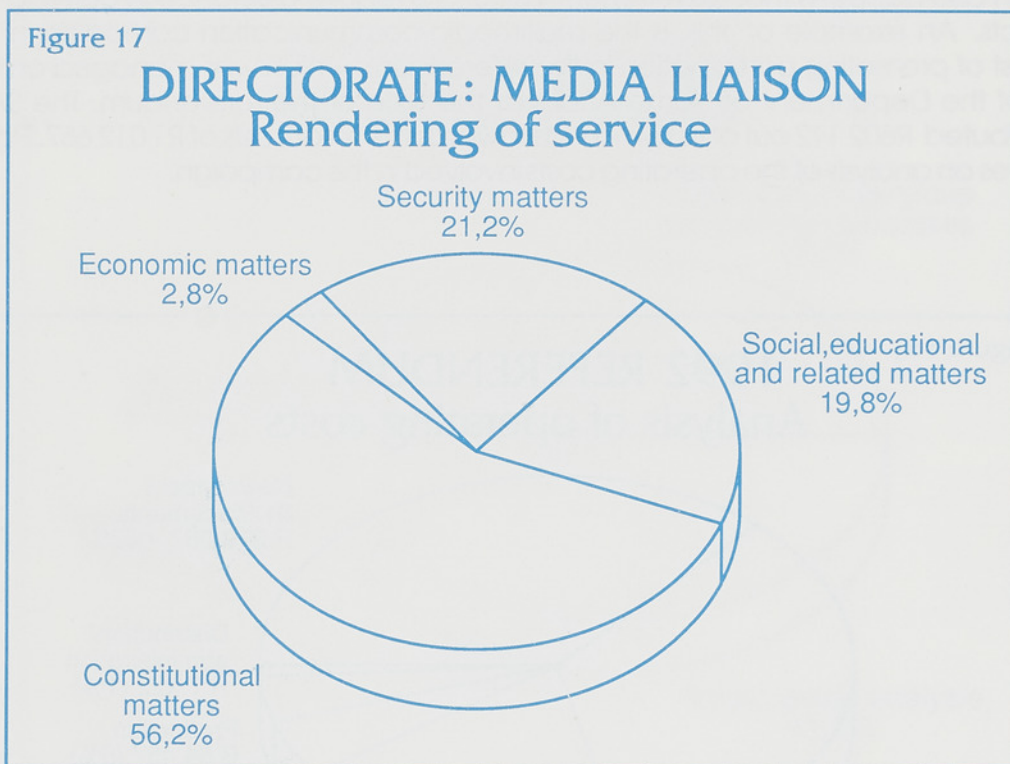
The Directorate: Media Liaison provides government bodies with communication support in their daily dealings with the media. About 70% of the Government's media

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.



DIRECTORATE: REGIONAL LIAISON SERVICE

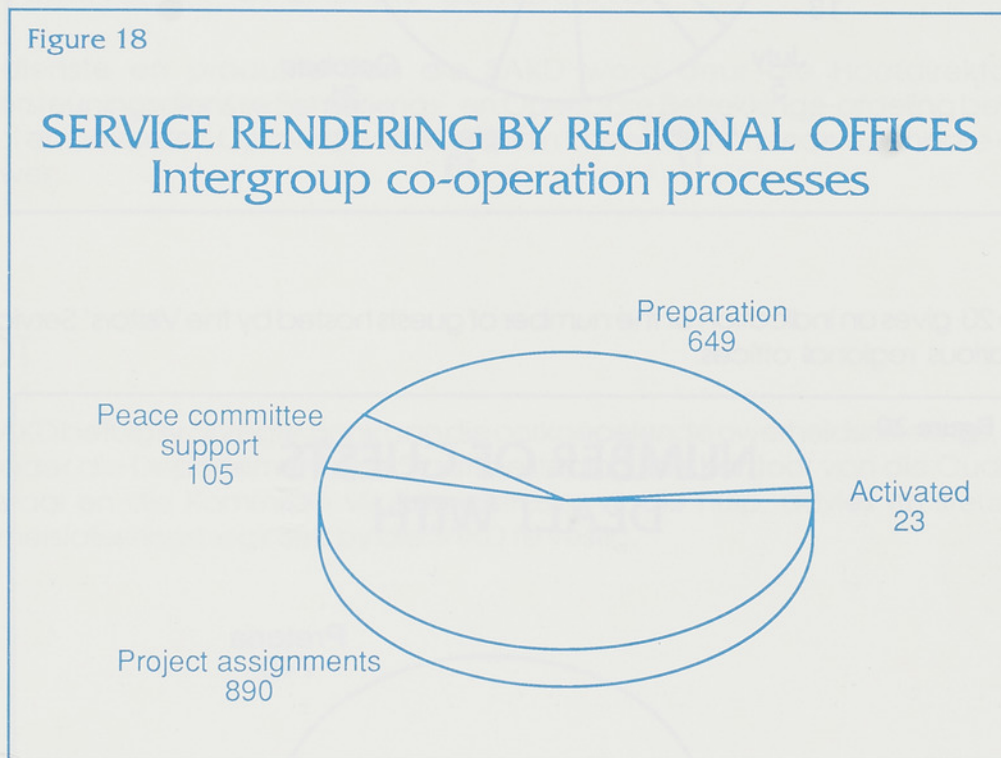
This directorate is responsible for the overall management and support of the regional offices of the SACS. This entails, among other things, the coordination of long and short-term projects, the planning and facilitating of intergroup co-operation processes in communities, and liaison between head office 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	1 667

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



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.

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

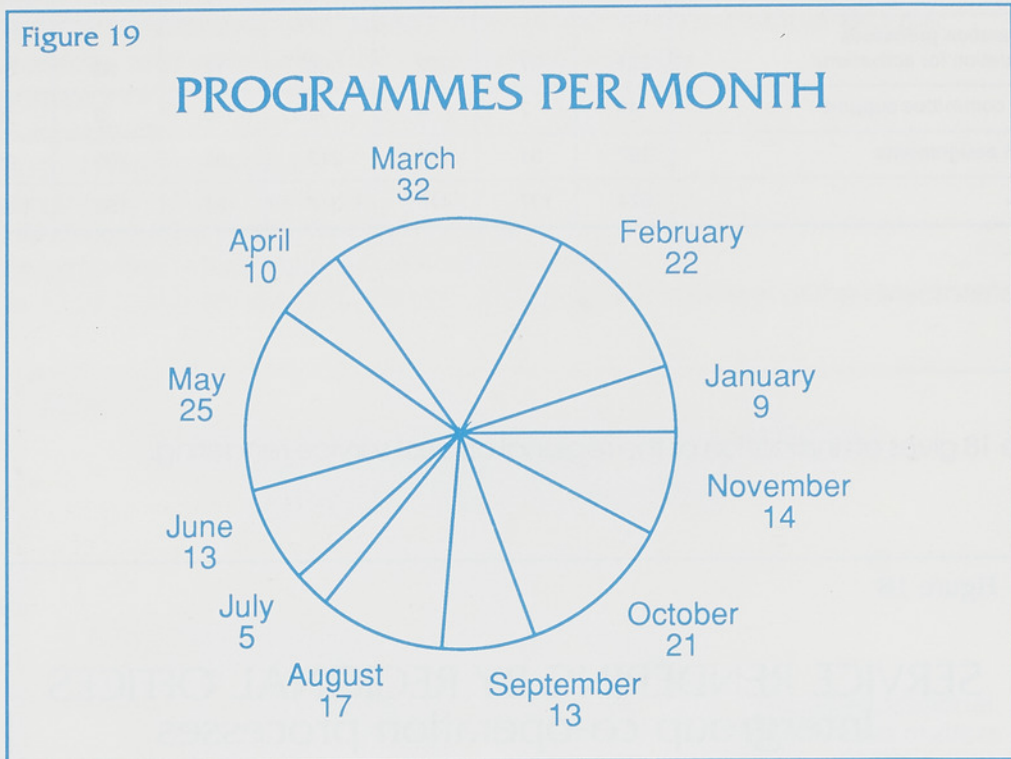
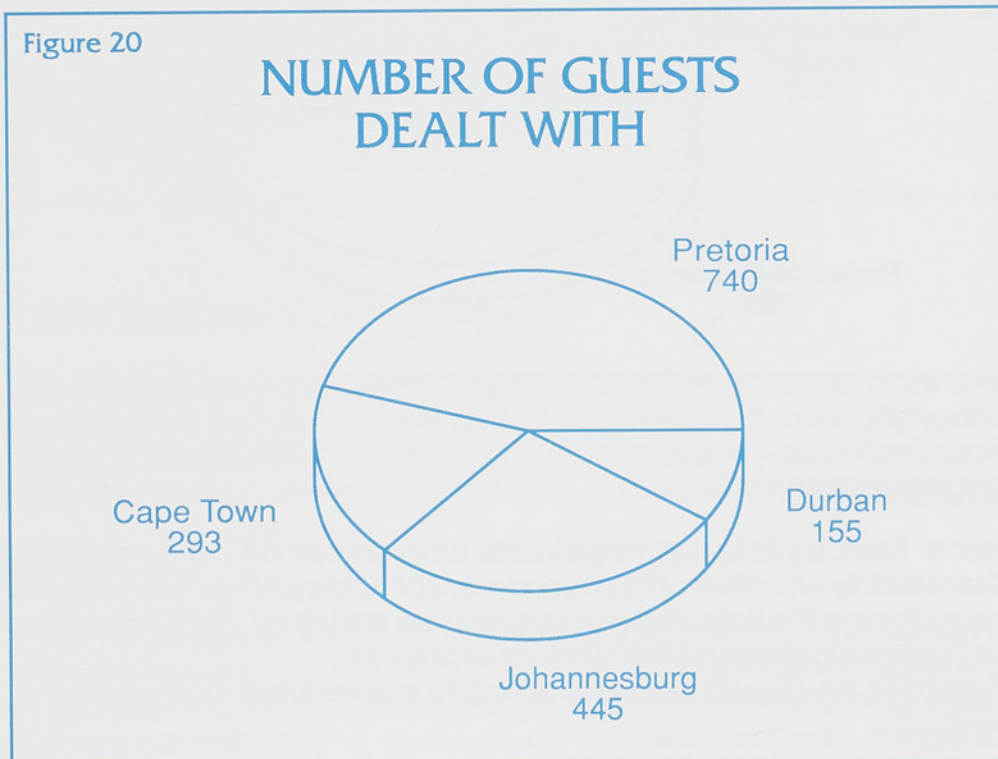


Figure 20 gives an indication of the number of guests hosted by the Visitors' Service at the various regional offices.



KOMMUNIKASIESENTRUM

Ten einde tydige, relevante owerheidskommunikasie te bevorder, is 'n kommunikasiesentrum ingestel wat sewe dae per week, 24 uur per dag in bedryf is. Die sentrum 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 skakelbeampies
- 'n daaglikse mediaverslag
- transkripsies
- ondersteuning aan ministeries en departemente met die opstel en vertaal van persverklarings
- die byhou van 'n owerheidskommunikasiekalender
- die koördinering van kommunikasie-insette deur departementele en ministeriële skakelbeampies.

BEMARKING EN OPENBARE BETREKKINGE

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

SLOT

Die SAKD betuig sy opregte dank aan die 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
vir die Staatsdrukker, Pretoria
April 1993

COMMUNICATIONS
The Government's primary objective is to ensure that the public has access to information and services in a timely and efficient manner. This is achieved through the use of modern communication technologies and the development of a strong communication infrastructure. The Government is committed to providing a high quality communication service to all South Africans.

MARKETING AND PUBLIC RELATIONS
The Marketing and Public Relations Unit is responsible for the development and implementation of the Government's marketing and public relations strategy. This includes the identification of key stakeholders, the development of communication campaigns, and the monitoring and evaluation of communication activities. The Unit works closely with other government departments to ensure a coordinated and effective communication effort.

CONCLUSION
The Government is committed to providing a high quality communication service to all South Africans. This is achieved through the use of modern communication technologies and the development of a strong communication infrastructure. The Government is committed to providing a high quality communication service to all South Africans.



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April 1993

BB6247

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
- a daily media report
- transcriptions
- assistance to 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.

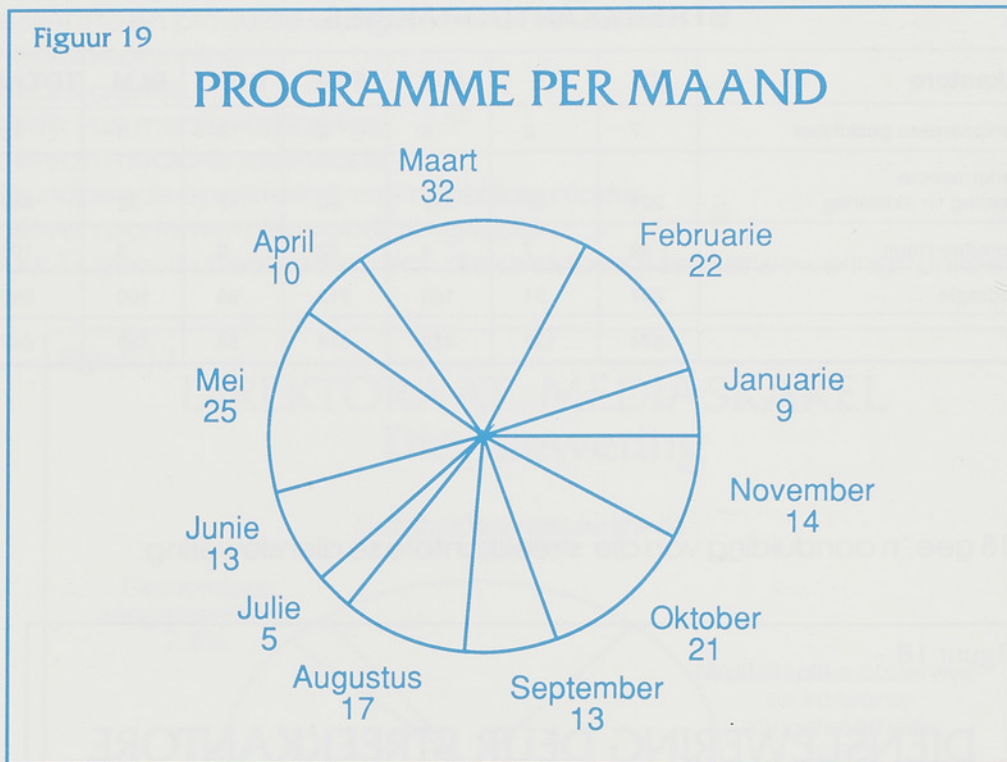
MARKETING AND PUBLIC RELATIONS

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.

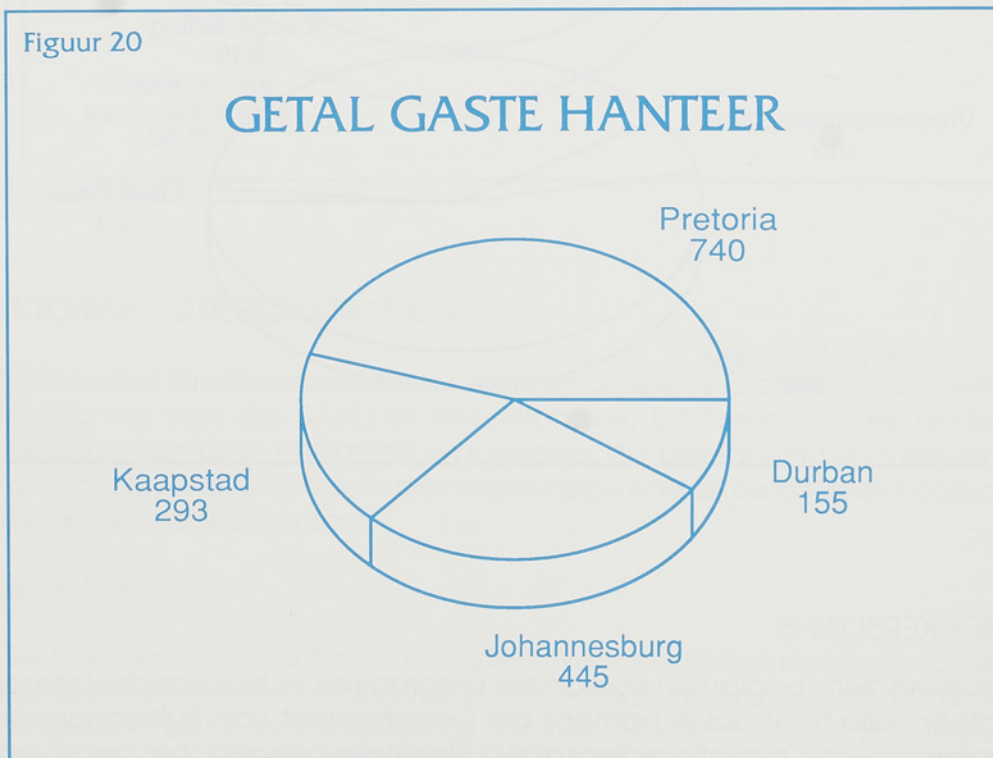
CONCLUSION

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.

diplomatieke korps) en sakelui wat oorsee reis, gelewer. 'n Koördinerings- en hulpdienst word ook met betrekking tot internasionale konferensies gelewer. Figuur 19 gee 'n aanduiding van die aantal programme wat per maand opgestel en uitgevoer word.



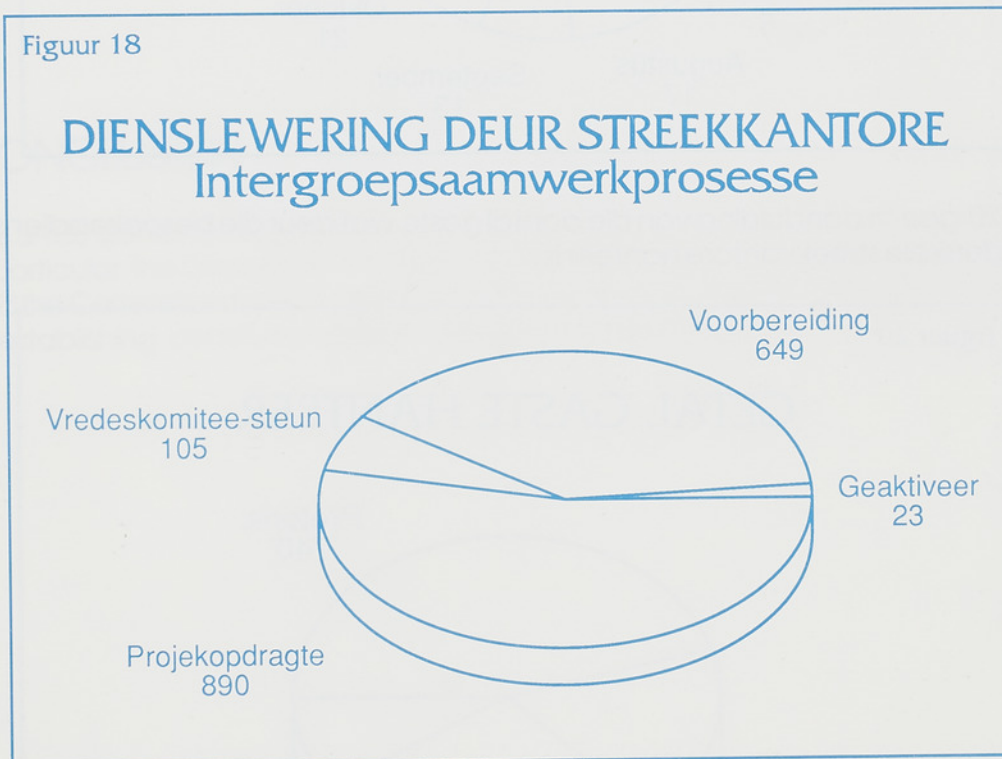
Figuur 20 gee 'n aanduiding van die aantal gaste wat deur die besoekersdiens by die onderskeie streekkantore hanteer is.



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

STREEKKANTOORAKSIES							
Streekkantore	KS	PE	JHB	PTA	DBN	BLM	TOTAAL
Saamwerkprosesse geaktiveer	7	2	5	4	2	3	23
Saamwerkprosesse Vorbereiding vir aktivering	221	97	222	60	17	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	1 667

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



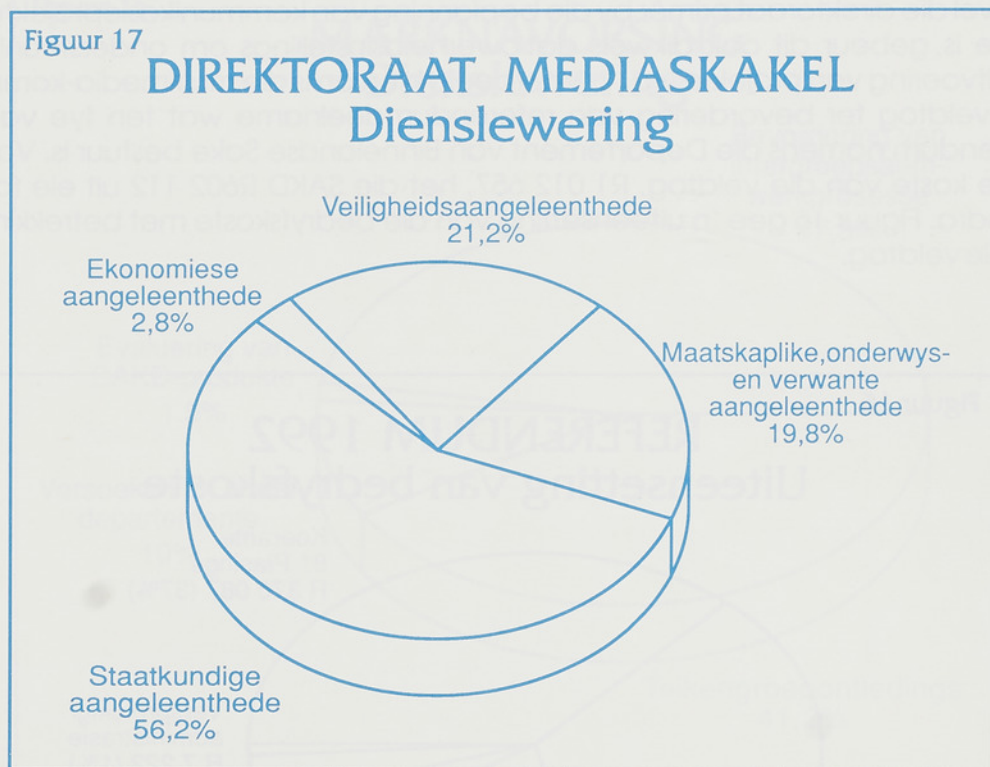
SA BESOEKERSDIENS

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

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

- mediabeplanning
- media-advies
- uitreik van mediaverklarings
- reël van media-onderhoude
- deurlopende opdatering van 'n mediakontaklys
- reël van parlementêre voorligtingsweek.

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



DIREKTORAAT STREEKSKAKELDIENS

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

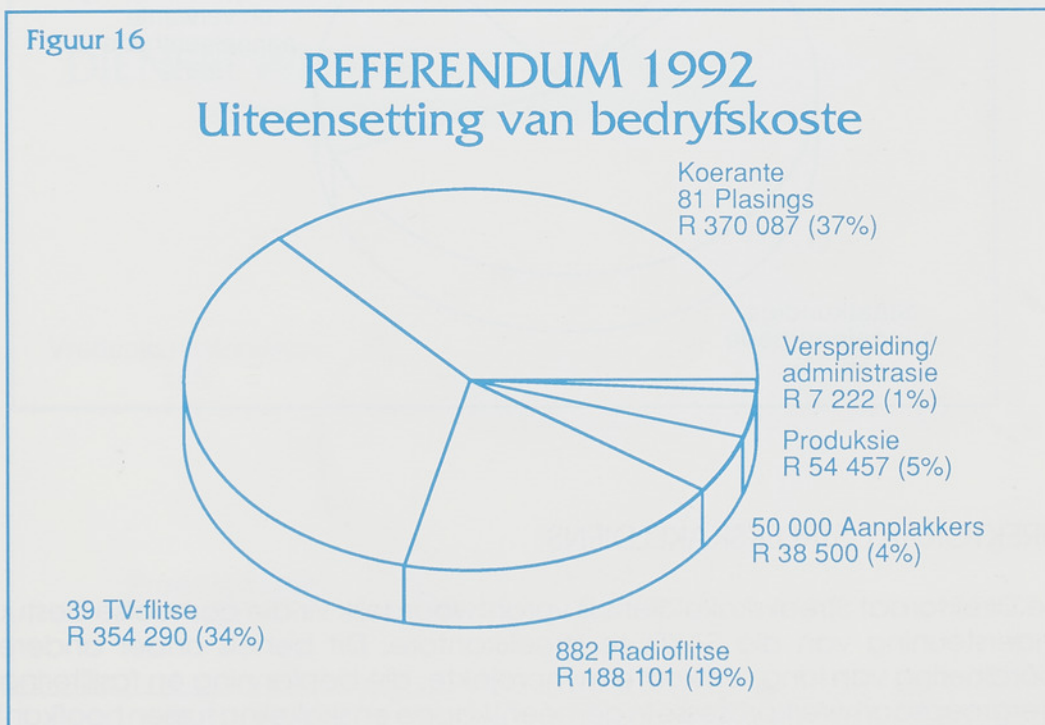
Streekkantore

Die SAKD het ses streekkantore en 13 satellietkantore. Hulle is deurlopend betrokke by die inisiëring en ondersteuning van intergroepsaamwerkprosesse, 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 'n projekbestuursdiens. 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 'n positiewe onderhandelingskultuur en om onderhandelingsvaardigheid te ontwikkel. Verder is daar, in samewerking met die SA Regskommissie, reeds 95 werkwinkels/seminare landwyd aangebied in 'n strewende om 'n 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. 'n 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.



DIREKTORAAT MEDIASKAKEL

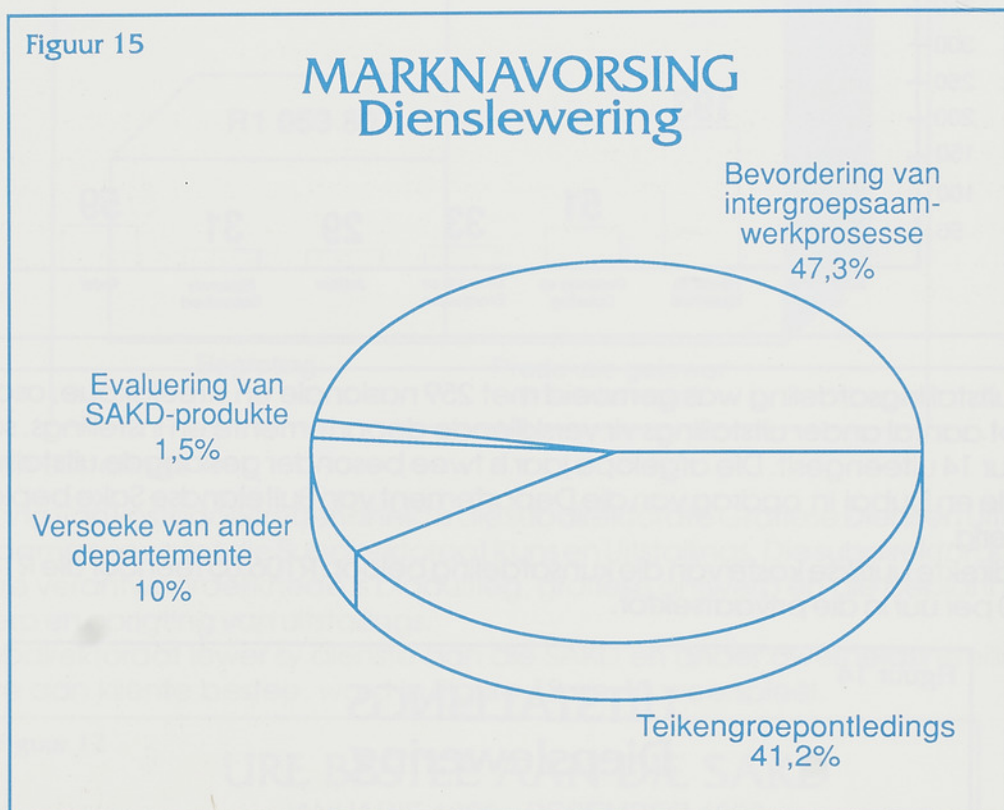
Die Direktoraat Mediaskakel verleen kommunikasiesteun aan owerheidsinstellings in hul dag-tot-dag skakeling met die media. Sowat 70% van die owerheid se

HOOFDIREKTORAAT GEMEENSKAPSKAKEL

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

DIREKTORAAT NAVORSING

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



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.

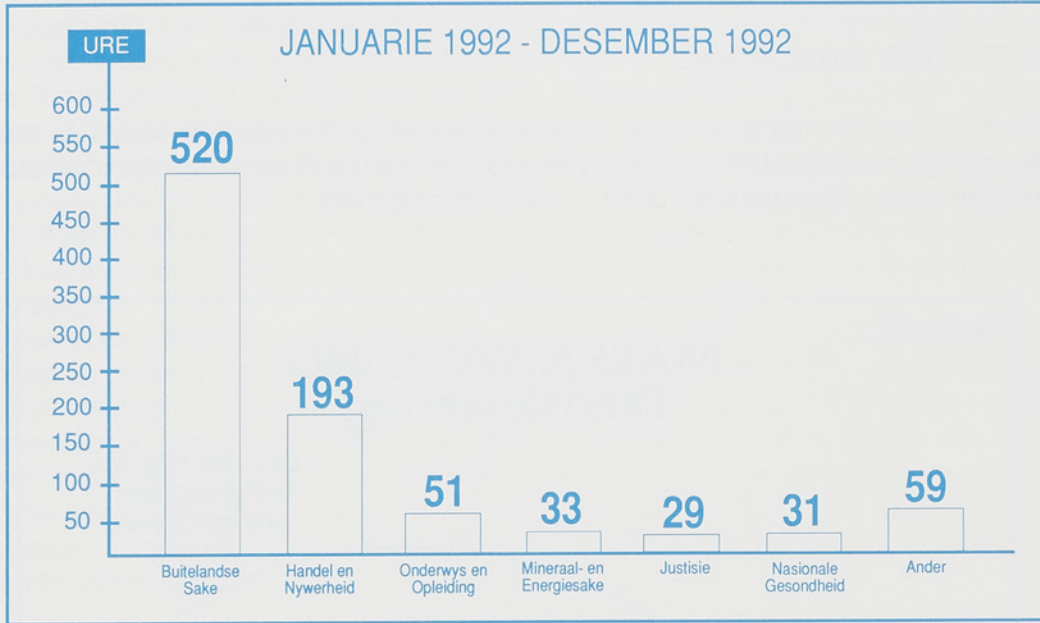
Navorsing op die volgende terreine word vir 1993 beplan:

- die veranderlikes onderliggend aan die intergroepsaamwerkprosesse
- staatkundige hervorming en die onderhandelingsproses
- produk-, diens- en projekevaluering
- 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 kliëntnavrae toon dat 46% uit die SAKD afkomstig is, 34% van die publiek en 20% van ander owerheidsinstellings.

Figuur 13

URE BESTEE AAN ANDER STAATSDEPARTEMENTE

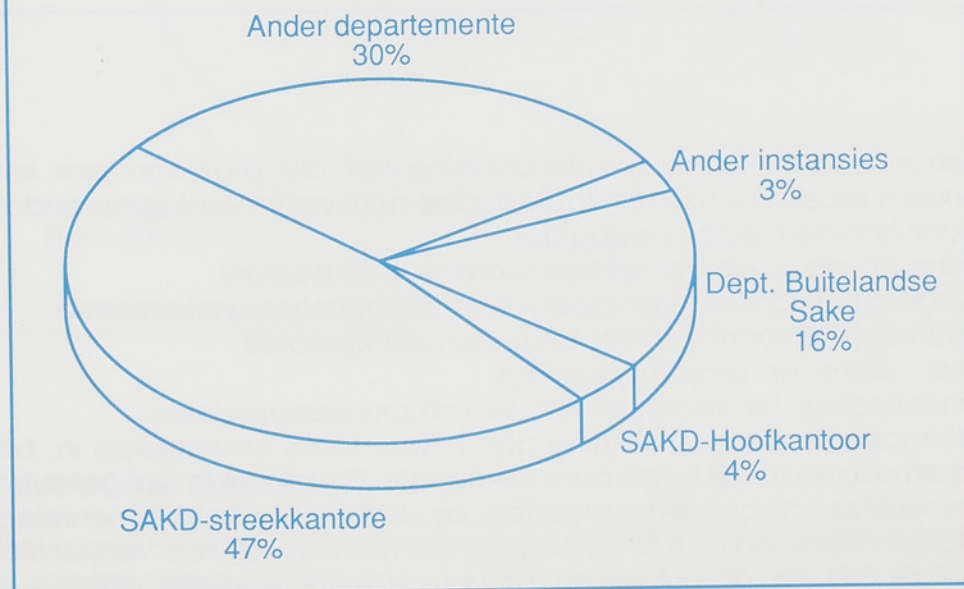


Die uitstillingsafdeling was gemoeid met 259 nasionale en streekskoue, asook 'n groot aantal ander uitstillings vir verskillende departemente en instellings, soos in Figuur 14 uiteengesit. Die afgelope jaar is twee besonder geslaagde uitstillings in Seville en Dubai in opdrag van die Departement van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

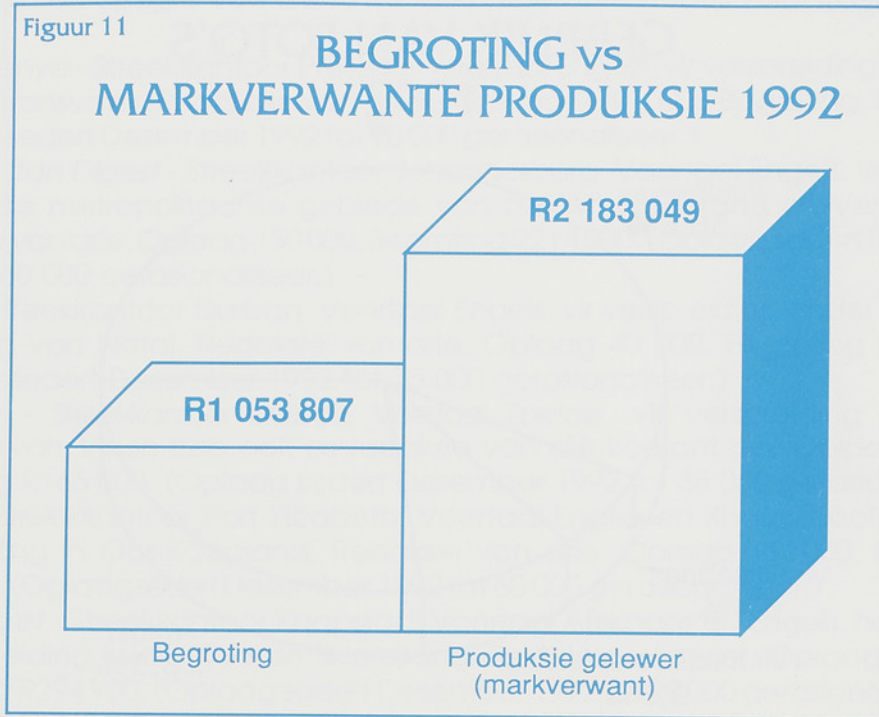
Die direkte uurlikse koste van die kunsafdeling beloop R106,05 teenoor die R145 tot R170 per uur in die privaatsektor.

Figuur 14

UITSTALLINGS Dienslewering



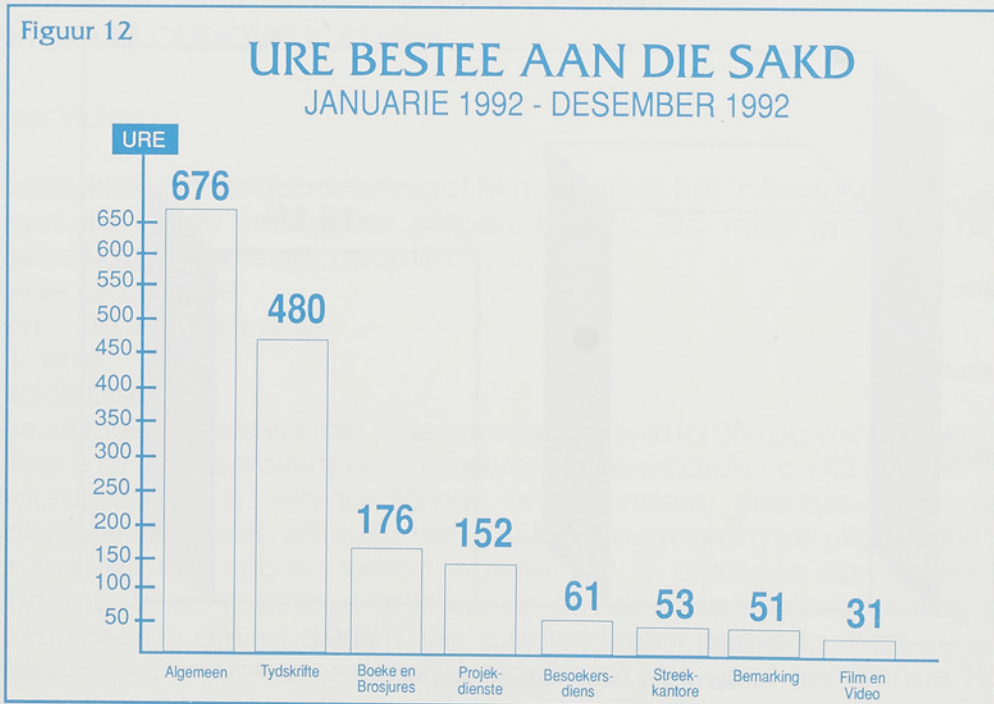
Bovermelde inkorting het ook besparings op die goedgekeurde diensstaat meegebring. Die subdirekoraat probeer voortdurend sy dienste en produkte op die kostedoeltreffendste wyse te lewer. Figuur 11 toon die verskil tussen die begroting en die markverwante prys van produkte gelewer.



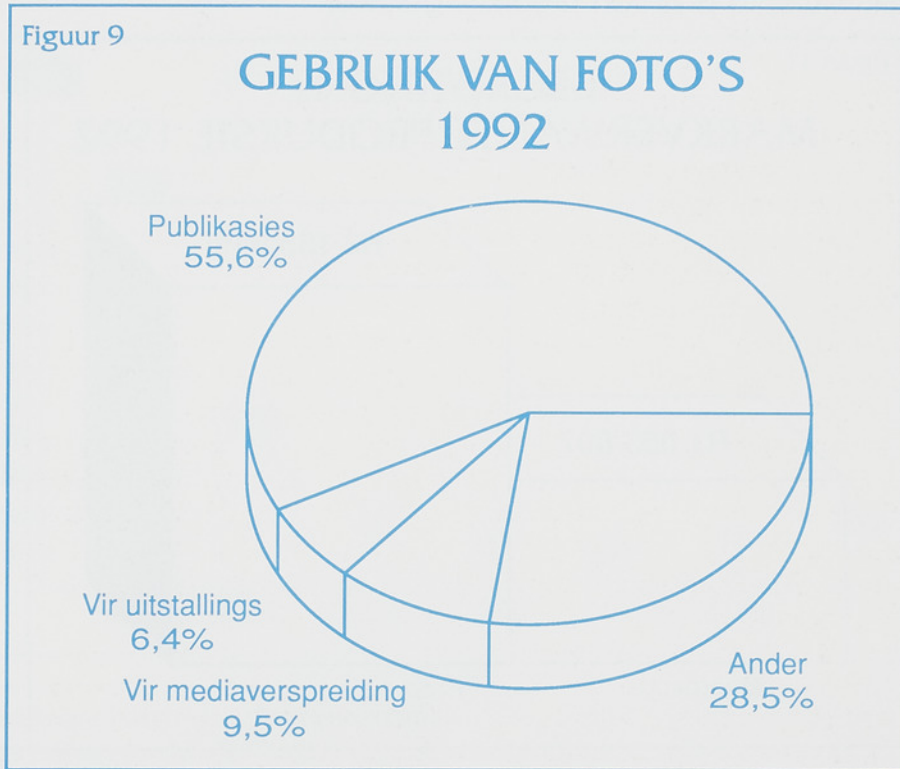
Kuns en Uitstillings

In belang van kostedoeltreffendheid is die subdirekorate Grafiese Diens en Uitstillings saamgevoeg tot die Subdirekoraat Kuns en Uitstillings. Die subdirekoraat se primêre verantwoordelikhede is bladuitleg, grafiese ontwerp en die beplanning, ontwerp en oprigting van uitstillings.

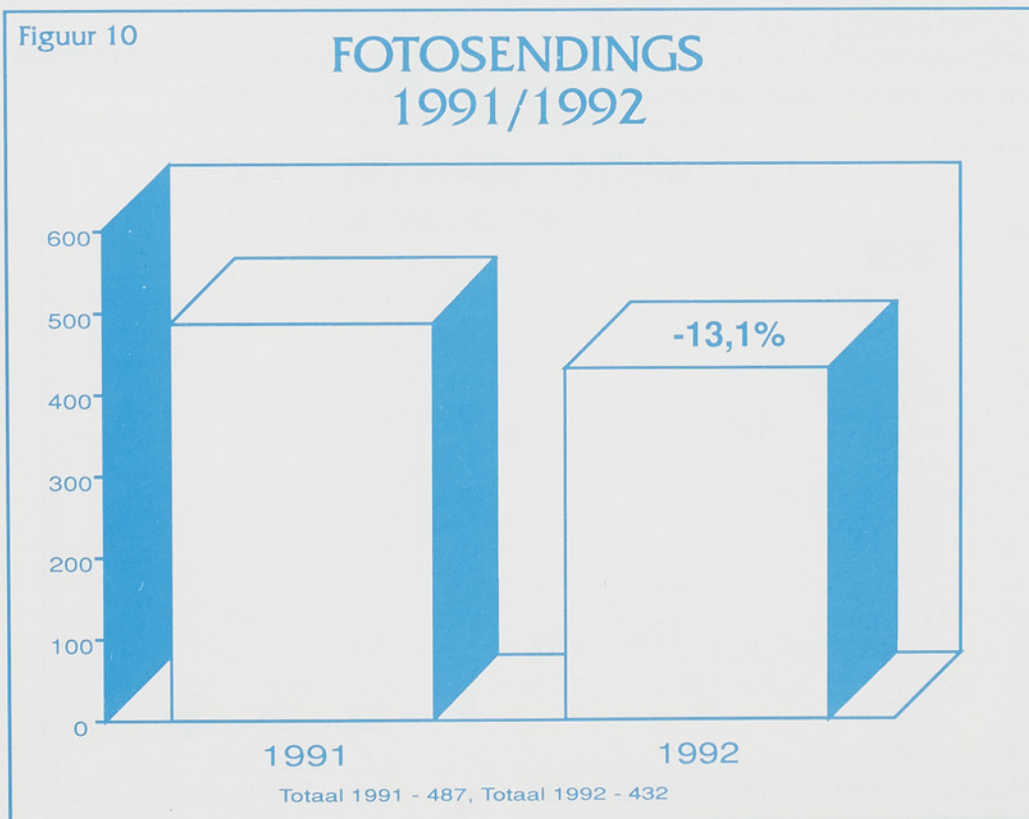
Die subdirekoraat lewer sy dienste aan die SAKD en ander owerheidsinstellings. Die ure aan kliënte bestee, word in Figure 12 en 13 weerspieël.



Die produkte van dié subdirekoraat is aangewend soos in Figuur 9 uiteengesit.



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



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 130 000. Begroting R214 000. (Oplaag sedert Desember 1992 tot 60 000 gerasionaliseer.)

Vision - Streekkantoor Durban. Voertaal Engels, vir verspreiding onder die Asiërbevolking 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* tree 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 110 000. 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 90 000. 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 OUDIOVISUELE 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 R1 085 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 dié subdirektoraat bedryf, naamlik *RSA-Beleidsorsig/RSA Policy Review* en *Beleidsgids/Policy Guide*.

RSA-Beleidsorsig

RSA-Beleidsorsig/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 en '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 dié reëling is 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.

Beleidsgids

Dié nuusblad, wat elke twee weke verskyn, hou senior staatslui 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 R1 15 000. 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 te 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

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

Titel	Getal bl	Oplaag	Drukkoste	Koste/eks
This is South Africa	190	112 300 98 000	Gefinansier deur Buitelandse Sake 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 (A/E-herdruk)	56	5 000	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) (brosjure en pamflet)	40	4 000	Gefinansier deur Onderwys 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	
Onderwysnuusbriewe (3)	12	976 000	Gefinansier deur Onderwys en Kultuur: Volksraad	
South Africa: A glimpse	2	6 000	R600	R0,10

Tydskrifte

Die subdirektoraat het die twee tydskrifte *Suid-Afrikaanse Panorama/South African Panorama* en *Southern Africa Today* gepubliseer.

SA Panorama

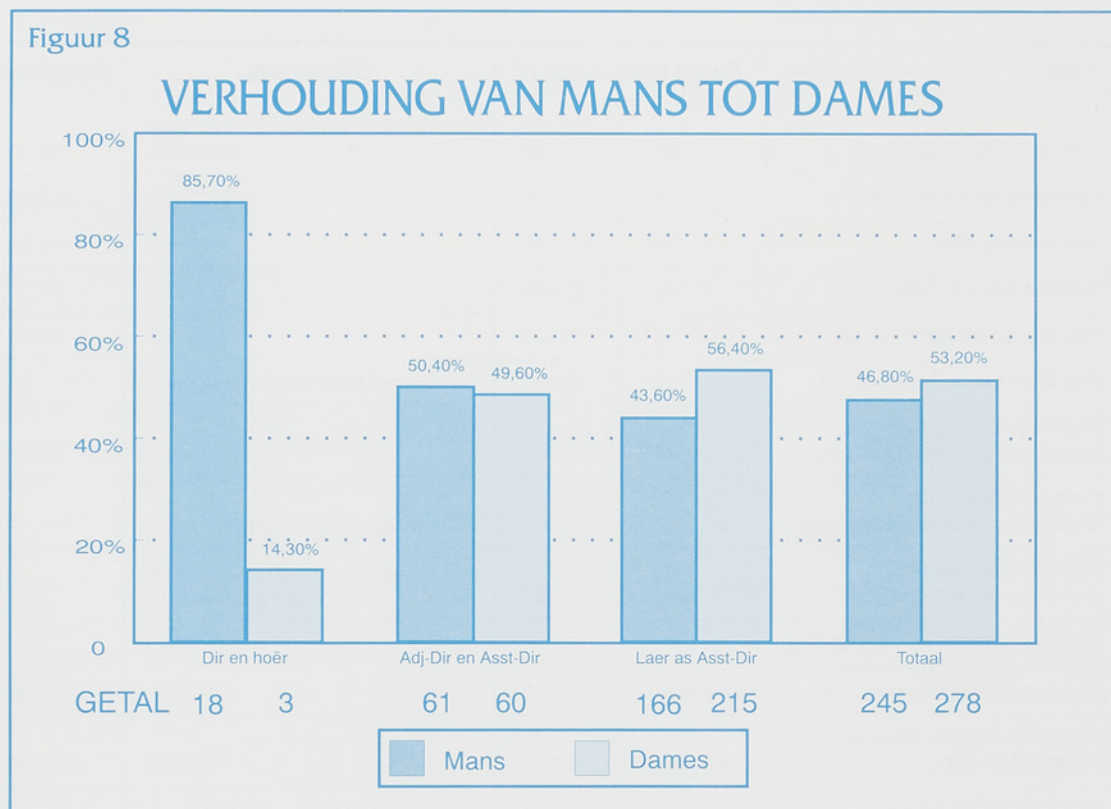
Ses uitgawes van *SA Panorama* in albei amptelike tale met 'n totale oplaag van 238 942 en 'n drukkoste van R1 453 514 (R6,08 drukkoste per eksemplaar) is uitgegee. Die publikasie van *SA Panorama* is met die uitgawe van Januarie/Februarie 1993 gestaak.

SA Today

Agt uitgawes met 'n totale binnelandse oplaag van sowat 180 000 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.

Gelyke geleentehede

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



FUNKSIONELE BEDRYWIGHEDE

Die funksionele bedrywighede van die SAKD word vervolgens toegelig onder die twee betrokke hoofdirekorate.

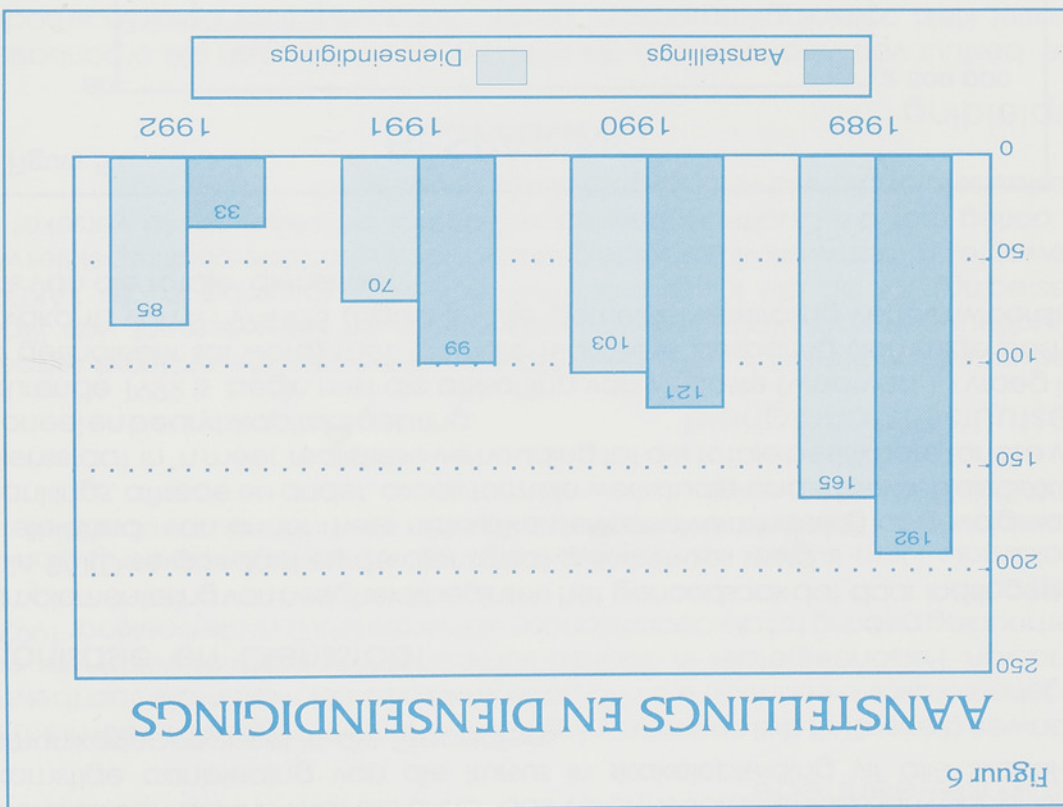
HOOFDIREKTORAAT MEDIAPRODUKSIE

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

DIREKTORAAT PUBLIKASIES

Boeke en Brosjures

Dié subdirekoraat het vanjaar weer die *Amptelike Jaarboek* in albei amptelike tale uitgegee. 'n Oplaag van 13 100 teen 'n drukkoste van R179 560, dit wil sê 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



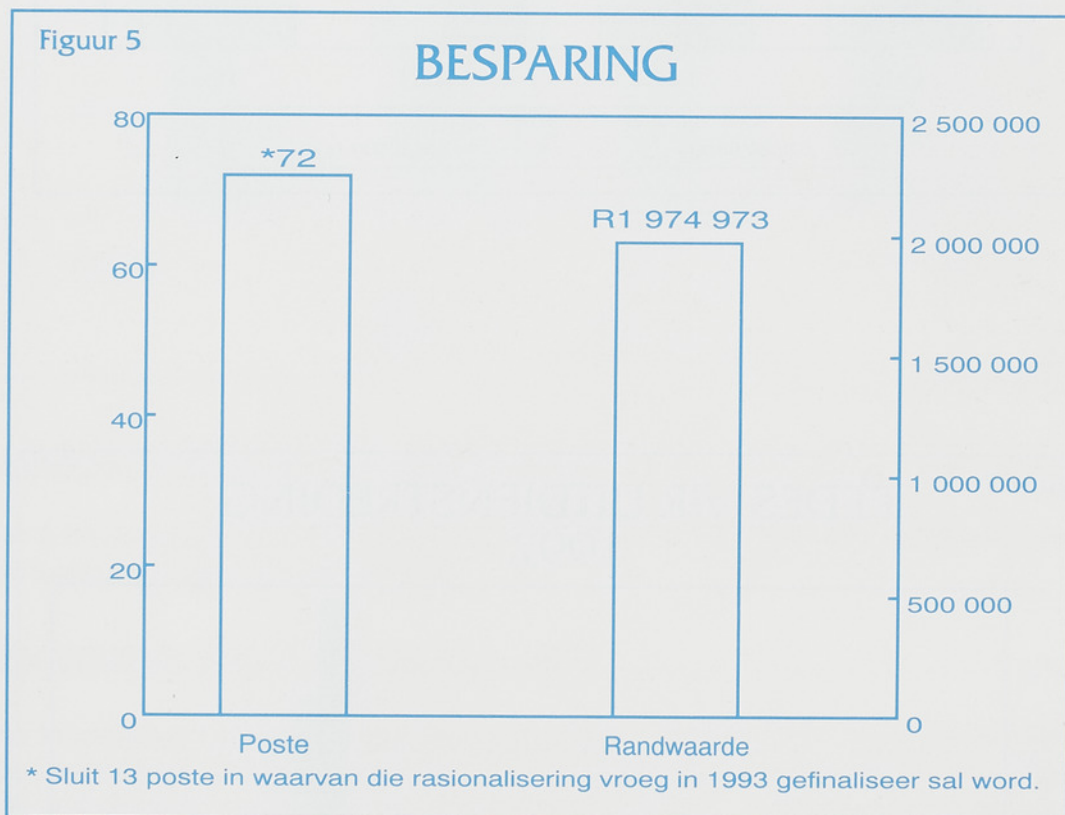
Op versoek van die KVA het die SAKD ook verantwoordelikheid aanvaar vir die toekomstige aanbieding van die kursus in skakelopleiding vir alle skakel-/kommunikasiepersoneel in die Staatsdiens.

Organisasie en Dienstaat

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, aftrede 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 R1 974 973 (Figuur 5). Die gemelde verskraling verteenwoordig 12,3% van die totale diensstaat.



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.

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.

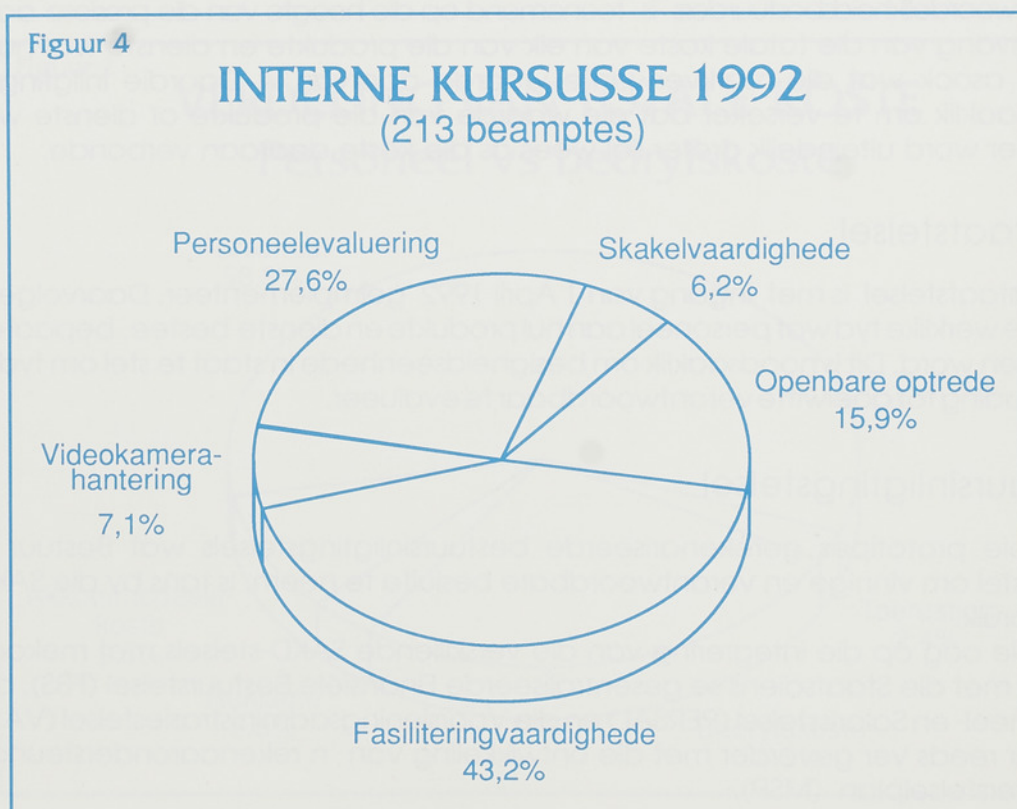
Maksimale klem is gelê op dienslewering, advies en ondersteuning aan lyn-funksionarisse. Daardeur is hulle in staat gestel om hul taak meer effektief en kostedoeltreffend te verrig.

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. 'n 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.



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 streekskakeleksies bestee.



Dienste en Produkte

Verantwoordelikhedsbestuurders is toenemend 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

'n Tydstaatstelsel is met ingang van 1 April 1992 geïmplementeer. Daarvolgens kan die werklike tyd wat personeel aan hul produkte en dienste bestee, bepaal en verreken word. Dit is noodsaaklik om besigheidseenhede in staat te stel om tyd in verhouding tot doelwitte verantwoordbaar te evalueer.

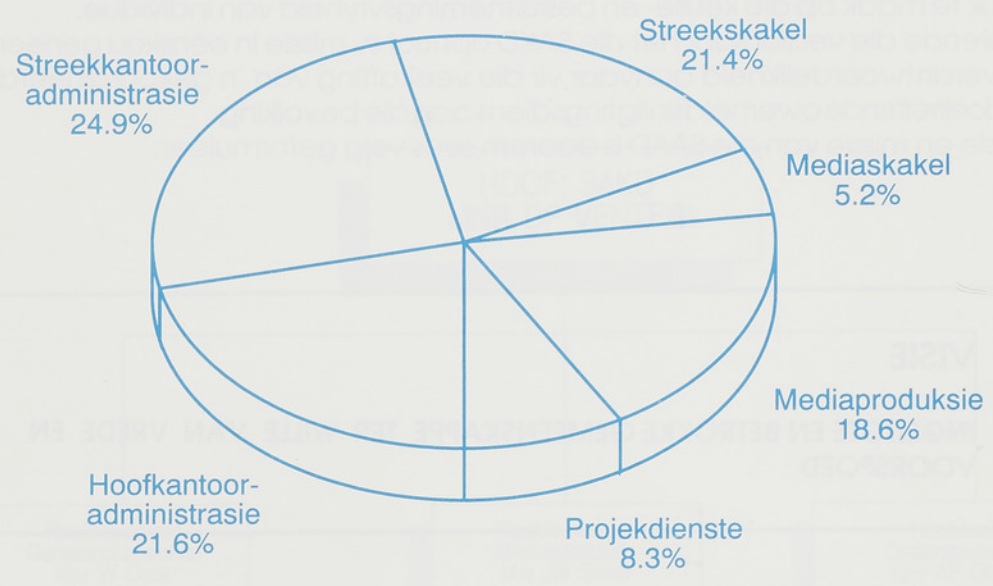
Bestuursinligtingstelsel

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 'n rekenaarondersteunde Meesterstelselplan (MSP).

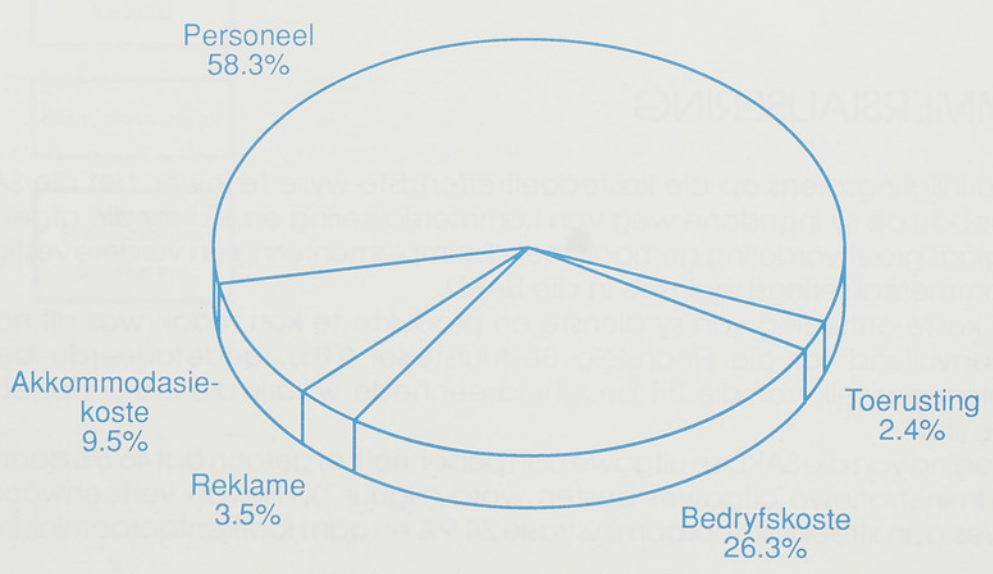
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Figuur 1
VERDELING VAN PERSONEELKOSTE
Administratiewe personeel vs Lynfunksionarisse



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

Figuur 2
VERDELING VAN TOTALE KOSTE
Personeel vs bedryfskoste



INLEIDING

Die Suid-Afrikaanse Kommunikasiediens (SAKD) se VISIE en MISSIE vergestalt die Regering se verantwoordelikheid om mense op grondvlak in te lig sonder om inbreuk te maak op die keuse- en besluitnemingsvryheid van individue.

Gedurende die verslagjaar het die SAKD opnuut sy missie in oënskou geneem en volle verantwoordelikheid aanvaar vir die verskaffing van 'n gekoördineerde en kostedoeltreffende 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 GEKOÖRDINEERDE EN GESPECIALISEERDE OWERHEIDSINLIGTINGSDIENS KOSTEDOELTREFFEND TE LEWER TEN EINDE DIE BINNELANDSE BEVOLKING INTE LIG EN TE BETREK ASOOK, OP VERSOEK, SO 'N DIENS AAN BUITELANDERS TE LEWER

KOMMERSIALISERING

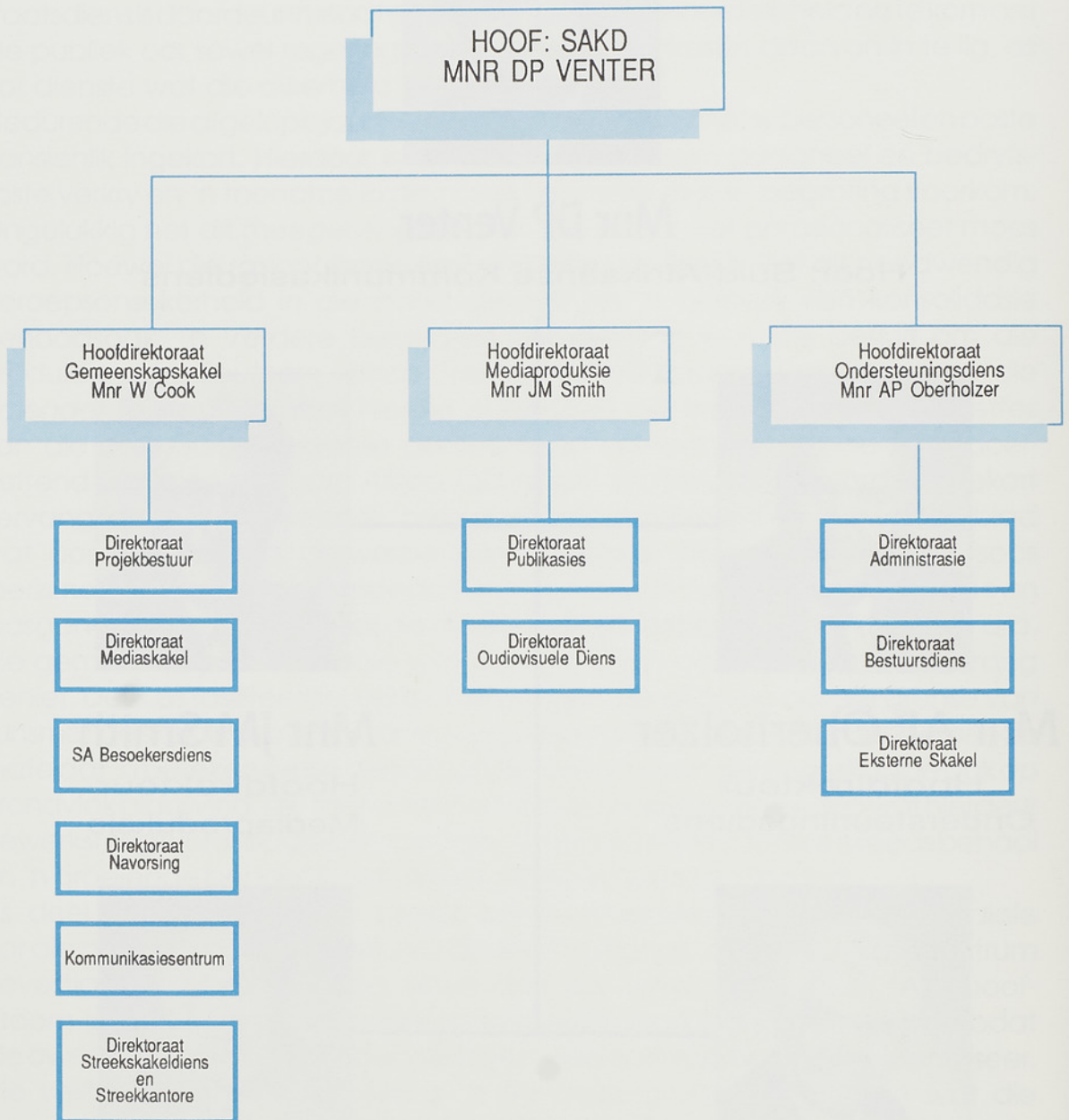
Om dié inligtingsdiens op die kostedoeltreffendste wyse te lewer, het die SAKD voortgebou op sy ingeslane weg van kommersialisering en is daar die afgelope verslagjaar groot vordering gemaak met die implementering en verdere vestiging van kommersialiseringsbeginsels in die SAKD.

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

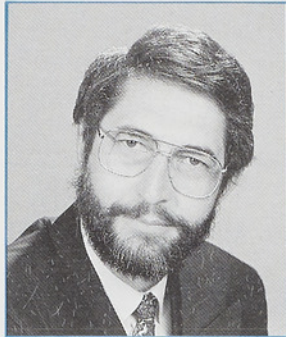
'n Ontleding van die SAKD se uitgawe aan personeel het getoon dat 46,5% daarvan aan administratiewe uitgawes bestee word (Figuur 1). Hiervan verteenwoordig uitgawes aan streekkantooradministrasie 24,9% en aan Hoofkantooradministrasie 21,6%.

97E

ORGANISASIESTRUKTUUR VAN DIE SUID-AFRIKAANSE KOMMUNIKASIEDIENS (SAKD)

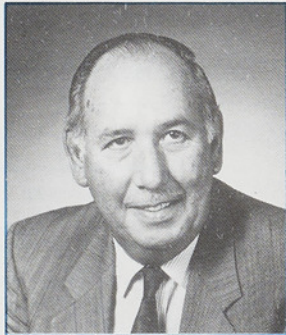


HOOFBESTUUR VAN DIE SAKD



Mnr DP Venter

Hoof: Suid-Afrikaanse Kommunikasiediens



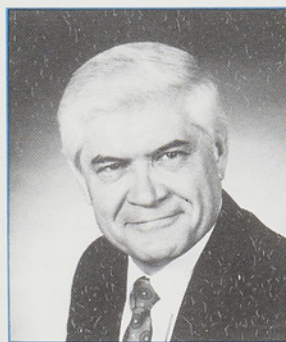
Mnr AP Oberholzer

Hoofdirekteur
Ondersteuningsdiens



Mnr JM Smith

Hoofdirekteur
Mediaproduksie



Mnr W Cook

Hoofdirekteur
Gemeenskapskakeel



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 kostedoeltreffende, professionele en betroubare kommunikasiediens te verseker. Die regering van die dag en die Staatsdiens is daardeur in staat gestel om hul verantwoordelikheid na te kom 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 breë Suid-Afrikaanse gemeenskap voldoen het en nie kostedoeltreffend 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 in toenemende 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 owerheidskommunikasiebehoeftes 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 personeellede van kernbelang.



Aan 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

DP VENTER

Hoof: Suid-Afrikaanse
Kommunikasiediens