20 Years of Freedom and Democracy
TAKING THE NATION TOWARDS TWENTY YEARS OF DEMOCRACY

A Communication Strategy for Marking Twenty Years of Freedom and Democracy
1. INTRODUCTION

1.1. The 20th anniversary on 27 April 2014 will……
   - End the second decade of our freedom and democracy.
   - Give South Africans an opportunity to recall the momentous event of 27 April 1994.
   - Give South Africans, from every sector of society, an opportunity to reflect on the progress we have made and the challenges we have come across in the past 20 years.
   - Be a time for national celebration through formal and spontaneous events; in an inclusive manner; with friends from both the rest of the continent and the world.
   - Be an opportune moment to capture – through print and electronic mediums – how far we have come as a country.
   - Bring an opportunity for further international marketing and positioning.
   - Present an opportunity to cement our national identity and promote social cohesion.
   - Present an opportunity for projecting into the future, especially for the ‘born frees’.

1.2. This 20 year anniversary communication strategy will run parallel to the research exercise on the review of government performance, which is being led by the Department of Performance Monitoring & Evaluation on behalf of the Presidency.

1.3. The communication strategy for the 20 year anniversary will link to the content of the Review, to ensure continuity.

1.4. Implementation of this Communication Strategy will also be hinged on the use of National Days as pitchers.

2. BACKGROUND

2.1. The 20 year review and celebrations will be premised on the previous national assessments, namely the ten and fifteen reviews and the discussion document which were produced.

2.2. It is important to emphasize that for the 20 years, governments communication posture will be more direct and authoritative.

2.3. The ten and fifteen year reviews were primarily centered on the assessment reports.
   2.3.1. The publication in October 2008 of Towards a Fifteen Year Review Synthesis Report was the culmination of a review initiated by the Cabinet in July 2007.
2.3.2. Building on the Ten-Year Review, the Macro-Social Report and the Development Indicators, the objective was to assess progress towards government's objectives derived from the constitution and successive electoral mandates. While the review covered the whole period of almost fifteen years since the attainment of democracy in 1994, the emphasis was on the period beginning since the 2004 election. The 2004 mandate was therefore used as a yardstick to measure progress, along with the Constitution and the objectives of reconstruction and development.

2.3.3. Assessment of the impact of government programmes was intended to inform policy choices for the post-2009 period, and was therefore concerned as much with shortcomings and challenge as it was with achievements.

2.3.4. The final report was preceded by the commissioning of research inside government and by outside experts. The research reports formed the basis for Background Thematic Reports on the government from the perspective of the clusters of government and the special programmes concerned with women, children young people and persons with disabilities.

2.3.5. In turn the background reports, after comment from government's Directors-General clusters were used in the drafting of the much shorter Synthesis Report: Towards a Fifteen Year Review.

2.3.6. Whereas the Synthesis Report: Towards a Fifteen Year Review was concerned principally with the impact of government activities, rather than those activities themselves, the Thematic Background Reports contained more detail of the policies, programmes and initiatives. The posting of the Background Thematic Reports made that detail available to the public.

2.3.7. The Background Thematic Reports for the Fifteen Year Review were prepared by staff in the respective sectors of the Policy Coordination and Advisory Services midway through the review process, and did not necessarily reflect the views contained in the final Synthesis Report of the Fifteen Year Review.

2.4. At the end of our second decade of freedom, it is important to prioritize the ‘born frees’ generation, and appreciate and understand that the generation has got a vested interest in the future.

2.5. The 20 year celebration should be marked by a balance between celebration/ festivities and the intellectual output of government.

3. COMMUNICATION OBJECTIVES

3.1. Mobilising collective ownership of our 20 years of democracy by all South Africans and sectors of society. The 20 Year celebration must be used as a vehicle to engender social cohesion and a national identity that is representative of our rich and diverse culture.

3.2. Creating a buildup of public awareness and excitement, towards Freedom Day and sustain it thereafter throughout 2014. This includes
promoting a national mood that encourages popular participation in the various initiatives, including the build up to the national elections.

3.3. Promoting coherence through focus on a central theme encouraging participation by all sectors in a way that lends sustainable momentum. It is important to secure buy in and adoption of the strategy, within all government and non-governmental sectors. The strategy implementation needs to be mainstreamed into the action plans of core national programmes. Promoting widespread use of the logo and message.

3.4. Promoting awareness of the progress that freedom has brought and a sense of the challenges of the third decade,

3.5. Reposition South Africa within the international community. Includes promoting awareness of the role that international solidarity and partnership played in our liberation and will play in development, and of how the reconstruction and development of SA depend on our engagement in international efforts to create a system of international relations more favourable to development and eradication of poverty.

3.6. Promoting awareness of evolving plans and programmes for the celebrations, in the interests of co-ordination and effective use of resources and people.

4. COMMUNICATION ENVIRONMENT

The environment remains dynamic and complex, but broadly favourable:

4.1. South Africans are a passionate, energetic and innovative people who despite impediments to information structures are able to express themselves and form social networks through Stokvels, Shisanyama, public meetings, protests and various other platforms.

4.2. There is clearly considerable enthusiasm for participation in celebrations within government and in structures of civil society.

4.3. There are also significant, though minority, sectors of society which currently take the view that there is no cause for celebration. They include those who have yet to identify with the democratic transformation; those who subscribe to the paradigm of “no change” or “increasing poverty”; and those young people who are not able to identify with the progress that freedom has brought.

4.4. Research has shown a rising trend in the national mood since the latter half of last year, and more broadly a strong and growing sense of national pride.

4.5. The approach of an election is likely to see consensus challenged or made more difficult by contestation of the character of the celebrations and of consensus around what progress freedom has brought.
4.6. Various structures inside and outside government have already begun planning and preparation, while others are waiting for more guidance from national government.

5. COMMUNICATION CHALLENGES

The objectives and current environment point to these principal challenges.

5.1. Establishing a broad consensus on what it is that South Africans and the world have cause to celebrate

- This will require an active and varied communication campaign directed at various sectors. At one level this is being addressed by the public debate around the Ten Year Review.
- But more is required, including the marking of milestone events and anniversaries, with special emphasis on what is unifying; developing and communicating a few “iconic symbols” of progress; a special effort to create awareness amongst young people including school children; encouraging media, writers and others to create ways of communicating the changes that South Africans have achieved.
- Part of this would be Twenty Year Reviews conducted by each sector of society, which help us, take stock of where we are as a nation.

5.2. Creating coherence around a core theme that lends itself to building momentum towards the Twenty Year Anniversary and sustain it beyond.

- While several themes need to be expressed in the celebrations, its symbolism and message, including celebration and, thanksgiving the most central one is that of partnership for change for the better, or unity in action.
- This is the heart of the core message: Working together we can do more, celebrating what has helped bring freedom and progress; expressing our aspiration to national unity; and making a commitment to work together for further progress towards shared goals.
- For the same reasons it points to action which can be to build towards the celebrations which leaves a legacy that conforms to one of the principal objectives of the celebrations: enhancing national unity – and international partnership - around national development goals.

5.3. Partnerships between government departments and civil society partners around specific projects;

- “Adoption” or partnering of communities by civil society organizations, including businesses, for community development. Branding these as
Twenty Year projects and enlisting media to publicise examples for others to emulate would give profile.

- International twinning or partnership between entities inside and outside South Africa as well as marking and celebrating partnerships between South Africa and other countries or between Africa and other groupings.

- To the extent that the main celebrations on 27 April express integration and contribution of provinces and sectors to achievements and commitment, that would also give expression to the core idea of unity and working together – all the more so if on the eve of the event there was a visible movement/journey from provinces to the site of the national event

5.4. Creating public awareness of the symbolism and message and a sense of momentum towards the Anniversary will require combination of a number of communication initiatives.

- Active dissemination of logo and message with guidelines for their usage, in a process that has visible milestones. All organisations in all sectors should be encouraged to use logo and message, but avoiding merely commercial exploitation.

- Focus on a number of major milestone events, related as steps towards the celebrations, with communication that awareness of reasons to celebrate and building of partnership;

- Effective use of the theme Twenty Years of Freedom up to the Anniversary

- Encouraging the media to give prominence to themes and message and to encourage public discussion of the issues

- Ensuring that Ministers and other public representatives consistently communicate the key messages that convey the sense of momentum

5.5. Effective communications through the various structures of government and civil society poses a challenge. Amongst other things this means:

- Producing material that will allow information to be disseminated

- Engaging with all relevant forums and structures

A MULTI DIMENSIONAL COMMUNICATION APPROACH

6. FRAMEWORK FOR A PHASING APPROACH

The celebration, especially its communication, should be seen and implemented in phases.
6.1. **Phase 1: Pre-communication phase**

- SoNA 2013 will be an opportunity for an early government communication signal. This will galvanize the country to get into the mode and start making serious preparations for the 2014 Celebrations.
- Freedom Day, 27 April 2013 will mark the beginning of the 20th Year of Freedom and Democracy. Proposed theme should be: Towards 20 Years of Freedom and Democracy.
- Loose reference to 20 Years of Freedom and Democracy in all National Days and Events in 2013.
- January 2014 to announce plans and events of the Celebrations

6.2. **Phase 2: SoNA 2014 – 27 April 2014**

- SoNA 2014 will be the Twenty-Year Review
- SoNA evening to mark the official launch
- Launch of the Twenty-Year Review products
  - Rollout of a multimedia campaign
  - Book launches (20 Years of Freedom and Democracy in South Africa: Achievements and Challenges; 20 Years of Freedom and Democracy: A Pictorial Festival)
  - Print media supplements
  - Documentaries (commissioned)

- Period of celebration culminating on 27 April 2014 with events across the country and the world.
- The 27 April event will need special planning and conceptualization with both political and creative input.

6.3. **Phase 3: Post 27 April (sustaining the platform created through the celebrations for the remainder of 2014)**

- Departmental book launches (e.g. 20 Years of Government Communications; The Evolution of South Africa’s Foreign Policy from 1994-2014; State of the Nation Addresses from 1994-2014; History of the Freedom Movement, etc). These are just examples of titles we should consider publishing, with line departments taking the lead in their specific areas.
- 20 Years of Freedom and Democracy Lecture Series (possibly partnering with universities).
- Each National Day or Event after April 27 will need to be used as a platform to continue with the celebrations.

7. **KEY MESSAGES, SLOGAN AND LOGO**
Key Messages:

**South Africa has come a long way in redressing the imbalances created by oppression.**

- A strong electoral system, firmly established in the last 20 years with global respect for its ability to conduct free and fair elections, ensures that all citizens can exercise their right to vote and choose the government that represents their will.
- Basic social services have been extended to all those previously denied, including piped running water, housing, electricity, health services, education and welfare.
- In particular citizens recognize the success of the social grant system in South Africa which has made a vast difference in the lives of the marginalized.
- Discrimination in economic and social activity on the basis of race, gender, disability or sexual preference has truly become the exception rather than the rule.

**But we still have a long way to go in improving the lives of all South Africans.**

- Unemployment remains high due to the structure of our economy and worsened by the skills mismatch in our country
- The quality of our education needs to improve so that we produce the highly skilled individuals we need to grow our economy
- Our health sector, while making significant strides in arresting the spread of HIV/AIDS, is still struggling to cope effectively with the widespread burden of disease
- Crime is still unacceptably high and corruption seems to be a growing challenge
- Rural development, including use and ownership of land still remains a challenge.

**All South Africans have good reason to celebrate the benefits attained through freedom.**

- Celebrating the restoration of the right to human dignity and equality for all.
- Expressing pride in our unifying symbols and national heritage
- Raise our voice in celebration of our peaceful settlement and reconciliation in the country
- Celebrating the country’s ascendance into the international arena of states and shedding the (pariah) legacy of the past
The celebration will reinvigorate solidarity partnerships with the rest of the world.

- Celebrating historic milestones of international solidarity against apartheid through our missions in the rest of the world, particularly those that helped us defeat apartheid.
- Joining hands with the rest of the world for reconstruction and development of the country.
- Cementing alliances made towards a new world order, in which emerging developing countries are able to share greater economic, social and cultural benefits.

The South African nation must feel proud of its achievements and work for further reconstruction and development into the next decade.

- Celebrating the achievement of Constitutional rights such as the right to vote by exercising that right in election 2014.
- Appreciating the progress made since 1994 in the delivery of services and acknowledges challenges for the next decade.
- Consolidate the emergence of national identity and international positioning of the country.
- Reflect on national days and milestones of the past decade to face the challenges of the next decade.

Slogan and logo:
GCIS should be tasked with developing a payoff line/slogan to be developed.
A dominant ‘20’ and the 10 Years of Freedom graphic are suggested as a point of departure. This will ensure continuity and consistency.

8. MARKETING

8.1. The 20 Year celebrations provide an opportunity and platform to engender social cohesion and garner the nation towards taking ownership of this historic milestone.

8.2. It is important for South African to be able to identify with the 20 year celebrations. It is therefore necessary to ensure that the 20 year campaign is identifiable and appealing across South Africa’s heterogeneous and diverse population groups and sectors.

8.3. There will be a phased marketing strategy that will support the broader three phased communication approach.
8.4. The Marketing Strategy that will be adopted is akin to the World Cup magnificent Friday campaign.

8.5. Human interest is a key consideration, with a focus on people whose lives have changed because of the advent of democracy.

8.6. In establishing champions/ambassadors of the campaign and celebrations, there will be an integration of people’s views of what government has done and what struggle icons have done.

8.7. The campaign will populate all channels and platforms which are owned by government.

8.8. In addition to National Days, some of the other proposed events to uplift the marketing campaign include:
   a. Launch of the 20 Years of Freedom and Democracy Celebrations
   b. 20 Years of Freedom and Democracy Youth Concert
   c. National Youth Orders to be inaugurated in 2014 (as a celebration of the born frees)
   d. 20 Years of Freedom and Democracy Lecture Series (partnering with universities, media houses, public broadcaster, etc.)
   e. 20 Years of Freedom and Democracy Thanksgiving Prayer Day
   f. Departmental Book launches
   g. Public Service Conference dubbed A Critical Reflection on 20 Years of the Public Service: Challenges of the Future

   **Branding**

8.9. GCIS will be responsible for developing and rolling out a brand that is both contemporary and appealing to South Africans.

8.10. In securing the identity of the 20 Years of Freedom campaign, branding must remain consistent across all platforms and mediums and across government.

9. PUBLICATIONS

9.1. Departments should look at the possibility of producing titles that are specific to their areas. The SA government, unlike some of its counterparts (e.g. India and China), has not done enough in knowledge and production and preservation through book publishing. The 20 Years of Democracy Project gives us an opportunity to correct this.

9.2. GCIS will be responsible for the following publications
   - **20 Years of Government Communications**
     - This book will trace the evolution of government communications from 1994 to 2014. It will use as its base the Comtask Report, how some of its recommendations were
implemented/not implemented, subsequent reviews and government communication strategies.

- **State of the Nation Addresses for the Past 20 Years**
  - This will be a compilation of the SoNAs from 1994 to 2014. But more than just being a mere compilation, it will analyze the SoNAs of each President and the key themes that characterized his tenure.

- **20 Years of Freedom and Democracy: A Pictorial Festival**
  - GCIS has thousands of pictures in its archives. Using these, it will seek to tell story of our 20 years of democracy in pictures, aided by minimum text. Essentially, this will be a coffee table book.

- **20 Years of Freedom and Democracy in South Africa: Achievements and Challenges**
  - This book will seek to review the impact of government’s policies and programmes as we close the second decade of our democracy. It will be based on research conducted or commissioned by PME assisted by the Policy and Research unit within GCIS.
  - Necessarily, it will be informed by inputs received from individual departments and the project outputs will be reviewed by the Directors-General clusters and approved by a steering group of Ministers who chair clusters.

- **20 Years of Freedom and Democracy Children’s Book**
  - Working together with the Department of Basic Education, GCIS proposes to publish, in cartoon format, a book that will explain the history of our democracy and its role in our society.

### 10. INTERNATIONAL AGENDA

10.1. In repositioning South Africa, the 20 years provides an unprecedented opportunity to elevate the enormous potential that South Africa holds for business and leisure interests.

10.2. This period offers South Africa a platform to illustrate to the global community our new growth sectors.

10.3. 2014 will also be marked by South Africa hosting the IBSA Presidential Summit, which provides an additional platform.

10.4. Communication support will also be provided to the Department of International Relations and Cooperation to assist and guide our missions and embassies abroad to relay a ‘story’ that links to the national campaign and also to strengthen South Africa’s repositioning in respective countries and blocs.
10.5. The international agenda of the 20 years campaign will also be supported by the Media Engagement Strategy.

10.6. Some of the proposed key initiatives include:

a. Seminars billed ‘20 Years of Freedom and Democracy in South Africa: Achievements and Challenges’ in all our embassies and high commissions, each addressed by a panel that will include SA ambassadors and high commissioners in that specific country.

b. 20 Years of Freedom and Democracy International Festival(s)

c. Brand SA to conceptualise other elements of the international programme.

11. MEDIA ENGAGEMENT

11.1. Need to ensure that government influences the hegemony purported by media, so that the mantra ascribed by media - that government has failed does not overtake public discourse.

11.2. The media engagement strategy will aim to set the agenda through a series of roundtables, which will provide context, to prevent media from running to the mantra.

11.3. Media tours will assist in providing political context to media to ensure that they do not operate in a vacuum that encourages them to rely on their underlying mantra which is void of fact and substance.

11.4. In capitalizing on South Africa’s hosting of the IBSA Presidential Summit, in 2014, the media engagement strategy will also highlight various media tours according to identified themes which illustrate our progress. These will provide an illustration of indisputable achievements of South Africa.

11.5. Another key element of the strategy will be to put in place systems that enable international and domestic media to access current and past leadership.

11.6. Provision of facilities as was done during the hosting of the 2010 World Cup will also be explored.

11.7. Together with Brand SA – planning for an investment roadshow in 20123/14 that focuses on growth areas and on the back of that an overarching THANK YOU tour, in recognizing the role played by other nations in supporting South Africa during its struggle years and during the advent of our democracy.

12. STRUCTURES AND PROCESSES

12.1. It is proposed that the Communication stream of the 20 years campaign, led by GCIS, be a standing item for consideration by the Inter-Ministerial
Committee, which oversees the planning and preparations of the Celebrations.

12.2. The participation of the GCIS CEO at the FOSAD team, will ensure alignment between the communication stream and all other work of the 20 years project, in addition to coordinating and giving effect to IMC decisions.

12.3. Establishment of an interdepartmental communications work stream team (comprised of Heads of Communication).

12.4. Planning and budgeting to start now in time for Treasury deadlines for 2013/14 allocations.

12.5. Planning and management of a Stakeholder Forum that will bring civil society structures on board.

12.6. Parliament and other legislatures to plan their own events but there would be need for liaison through existing formal channels.

STAKEHOLDER MOBILISATION

13. INTERGOVERNMENTAL CLUSTER SUPPORT

13.1. GCIS manages seven communication clusters to ensure that government communication is aligned, integrated and responsive to the immediate communication and information needs of the cluster.

13.2. GCIS is mandated to coordinate and plan communication, identify new platforms and communication opportunities, and design campaigns in collaboration with the Clusters and Heads of Communication.

13.3. GCIS proposes to focus on four strategic areas in facilitating intergovernmental cluster support.

a. Ensure that government speaks with one voice.
   - All key messages in 2014, right from the State of the Nation Address should carry the sub-theme of “Celebrating 20 Years of Freedom and Democracy”.
   - In ensuring coherent government communication, all communication plans in 2014 will promote platforms, products, events and messages that support the celebration of 20 Years of Freedom. They must each reflect on the past, highlighting achievements since 1994 and outlining solutions to the challenges we face.

b. Promote and support content development and dissemination and brand alignment.
   - Brand tool kit and guidelines to be developed and sent to all communicators for their application.
   - 20 Years logo to appear consistently on all products, advertising, job ads, messages, communication strategies,
branding materials, at events, websites, buildings, exhibitions, business cards, collateral, promotional items, letterheads, etc.

- Content and products to be packaged and sent to The President, Deputy President, Ministers, Deputy Ministers, Premiers, MECs and Mayors for their use (fact sheets, key messages, frequently-asked questions, presentation, etc.).

c. Promote/profile the campaign through cluster projects & 5 key priority departments.

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d. Public servants to join in the celebrations of 20 Years of Freedom through internal communication elements.

- Develop a tool kit including:
  - Informative presentation
  - Ideas for celebrating 20 Years of Freedom
  - Departments will be requested to submit internal communication plans to GCIS

- Supporting collateral for public servants that can be procured by government departments, e.g. stickers, t-shirts, caps, etc. (GCIS to provide the artwork of generic products).

- Email banners

- President’s address and message to Public Servants to be flighted in all departments, provinces, metros, SoEs and municipalities

- Special key message leaflet to be sent all public servants electronically, hard copy, Braille, Audio CD

- Posters to be placed throughout government buildings

- Interactive dialogues between the executive committees and public servants in each department, province, SoEs, metro and municipality – reflecting on 1994, achievements and challenges.

- Vox pops – of public servants to be flighted in departments, provinces, metros, SoEs and municipalities as part of interactive sessions

- Each public servant to commit to the country’s vision by signing a pledge, to be put up in all offices. The pledge will be aligned to the government vision and encompass the Batho Pele principles.

14. PROVINCIAL AND LOCAL LIAISON

14.1. Development of a year-long programme marked by projects for the year and linked to 20 years.

14.2. Development of dialogues across different themes with all sectors, business and across all LSM levels.

14.3. Themes Dialogues comprising of all fraternities – business; academia,
14.4. Youth will be a key target audience and some of the proposed initiatives include:

a) School Debate in partnership with DBE
b) Youth, Women, Freedom, Heritage months
c) School debates – SANLAM school debates to be scoped broader
d) Born free ambassador programme – platforms to speak and tell stories.
e) Advertising at cinemas.
f) Writing competition – compile a book with public inserts
g) Cultural festival – Heritage month
h) School programme for the learners linked to ECD institution

14.5. Intensified Public Participation Programme – thematic

14.6. Public Lectures

14.7. Panel discussion by CODESA participants – e-dialogue linked to Thusong Centres (jam prototype)

14.8. Amplified Media networking sessions – (facilitated by Cabinet Ministers, DGs, Senior government officials)

14.9. Diversified Awareness campaign – informed by individual plans from the public.

THE 20 YEAR REVIEW (20YR)

15. ASSESSMENT OF GOVERNMENT PERFORMANCE

15.1. The 20 Year Review (20YR), is to be implemented by Department of Performance Monitoring & Evaluation on behalf of the Presidency.

15.2. This will summarise evidence over the last 20 years to inform policy makers, the public and stakeholders about progress and challenges encountered during this period, focusing in particular on the last 5 years.

15.3. It will also reflect on gaps or blockages towards achieving government’s vision for a democratic South Africa and begin to make key recommendations about key actions going forward.

15.4. The envisaged outputs are

15.5. A set of 20 papers on different aspects of development in the country, as well as 8 thematic papers;

15.6. A summary report outlining the achievements and challenges over the last five years;

15.7. A number of events where the wider community interacts with the emerging findings.

15.8. The DPME proposes that the Review focus on key government priorities:

- The five priority outcomes derived from the election manifesto (health, education, crime, rural development and employment);
- Local government;
- Infrastructure;
- A macrosocial perspective;
- Capacity of the public sector to deliver the services required.

COMMUNICATION ACTION PLAN AND BUDGET ALLOCATION

Request for the budget to be ring fenced as was done for the World Cup in order to facilitate accountability to the IMC.