STRATEGIC PLAN

2012/13 – 2016/17

government communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

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FOREWORD BY THE MINISTER

"The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through." – Sydney J. Harris (late American journalist and columnist).

South Africa is on the threshold of another critical phase in its development as a democracy and economy.

Our emphasis as government on higher growth and job creation to reduce and ultimately eradicate poverty and inequality is, as President Jacob Zuma has put it, "the solution for the country".

In addition, the President indicated in the 2012 State of the Nation Address that the work done in the previous year to create jobs "indicates that if we continue to grow reasonably well, we will begin to write a new story about South Africa – the story of how, working together, we drove back unemployment and reduced economic inequality and poverty".

"It is beginning to look possible; we must not lose this momentum," the President said.

We are mindful, as we turn to the Government Communication Strategy for the years to come, that while the Government Communication and Information System (GCIS) is at the heart of our story-telling as a nation, mere words are not, as someone once said, a substitute for action.

We are therefore aware that our underlying performance as a government and as a society as a whole is what will ultimately constitute the "new story about South Africa".

It has been our experience in recent years that the South African story is more compelling and energising at home and abroad.

Greater numbers of South Africans are confident that the country is moving in the right direction, based on the five key priorities – fight against crime and corruption, health, employment, education and rural development – we have set for ourselves, and citizens are aware that our economy, which is strongly integrated into the international economy and financial systems, has been able to withstand the worst effects of the global downturn.

Internationally, this has positioned our country as a safe(r) haven for potential investors and trade partners.

As we set out over the coming years to finalise the National Development Plan, which sets out where we want to be in 20 years' time, and as we embark on a massive infrastructure development drive, the hopes of our own people and the interest of international investors and trade partners are destined to intensify.

The infrastructure development programme is the ultimate public-private partnership into which we will enter – a programme in which government will procure extensively from the private sector that will, in the process of establishing the infrastructure, create jobs and contribute to the better life that remains our ultimate goal.

The years covered by the GCIS Strategic Plan therefore constitute a period during which we will need to energise the nation around our development goals and maintain the confidence of investors and partners internationally.

It is a time when the economic landscape will change dramatically, hopefully accompanied by an equally uplifting change in the psychological landscape of the nation as we develop pride in our achievements and share the wealth of the nation more equitably than before by closing the poverty gap and creating more opportunities for more of us.

It is against this backdrop that the GCIS Corporate Strategy and the National Communication Strategy will unfold until 2017, with flexibility being retained for changes in the objective environment that may force adaptations to new circumstances or challenges.

However, most of our assumptions are positive and ambitious, in keeping with our belief that South Africa continues to forge ahead in the right direction.

Our communication effort – *getting through*, that is – will be commensurate with our role as a developmental state that is located at the centre of a mixed economy, a state that has to lead and guide the economy and intervene in the interest of the poor, given the history of our country.

The GCIS will set about its mission conscious that each new year brings new challenges, new opportunities, new options and new technologies for us to communicate and through which to communicate.

During the period covered by this strategy, the GCIS will modernise its operations and practices and ramp up its outputs, from providing training to communicators, to leveraging government's considerable buying power in the advertising sector.

The GCIS will provide leadership at home while taking global best practice into account, of course within the confines of our fiscal means.

The adoption of new technologies and the skilling and reskilling of staff will be complemented by the outsourcing of key projects to partners in the private sector, stimulating business activity in the communications sector in the country.

The GCIS is undertaking also to deepen stakeholder relations so we can engage directly with communities and key constituencies in our society and economy, as we do not expect media to convey every detail and nuance of our work or intent to such groups.

Our communication effort should during these years match our role and standing in the international community and the global economy. The GCIS will therefore work more closely with The Presidency, the Department of International Relations and Cooperation and the economic clusters to ensure that our voice is heard internationally and that we hear the international community as clearly.

The forthcoming milestones of 20 Years of Democracy, the fifth democratic general election and the Millennium Development Goals are among landmarks that will arise during this strategic period.

These are all exciting, communication-intensive milestones through which we can entrench social cohesion and build international interest and confidence in our ability as a country.

In the spirit of *Working Together* and given the GCIS' strategic positioning as the pulse of excellence in government communications, the GCIS will strengthen partnerships with stakeholders in government communication, the National Executive, provinces, local government and the private sector.

The strength of relationship is crucial in an environment where a complex web of inter- and co-dependencies are the key to our eventual success.

I take this opportunity to commend this Strategic Plan to Parliament and to wish the GCIS Chief Executive Officer, Mr Jimmy Manyi, and his GCIS team all of the best in their contribution to creating a better life for all our people.

Thank you.

Mr Collins Chabane
Minister in the Presidency
Executive authority of GCIS

FOREWORD BY THE CHIEF EXECUTIVE OFFICER

The Strategic Plan of the Government Communication and Information System (GCIS) for the period 2012/13 to 2016/17 covers a critical period in the country's development as a democracy and a force in the international system.

The strategic plan anticipates foreseeable and unforeseeable developments that will place significant demands on the GCIS ability and readiness to function as the pulse of excellence in government communication.

In terms of the content of our communication, the focus remains the five national priorities of security, health, employment, education and rural development.

This focus will be augmented by the emphasis on infrastructure development, which is designed to act as a catalyst that will positively influence the achievement of government's objectives around the five key priorities.

Our thinking on the period ahead has been shaped by our quest for continuity that will build on our strengths and past successes, as well as by strategic input by Minister Collins Chabane and the Deputy Minister Obed Bapela, as well as research on public opinion and media discourse.

At the same time, our strategy builds on our record and reputation as the institution providing strategic leadership in government communication and coordinating the government communication system across all spheres of the government.

In terms of constraint, this strategic plan sets out an ambitious programme of work in the face of limited fiscal resources, especially in the early years of the period under discussion.

Adequate resourcing is essential for the implementation of both the GCIS Corporate Strategy and the Government-wide Communication Strategy that calls for an efficient organisation and a dynamic programme of engaging with South Africans and international stakeholders.

Informative. In touch. In partnership.

In serving as the "pulse", the anticipated outcome is that of a public – in the country and abroad – that is effectively informed about government's policies, plans and programmes, and engages in two-way communication with government in the spirit of *Working Together*.

The climate in which we will operate in the years under discussion is shaped by a range of insights and experiences arising from the socio-political environment as well as from technological and economic factors.

South Africa's integration into the global economy has left the country vulnerable to the impact of the downturn on domestic conditions and especially the effort to create jobs. At the same time, our policy frameworks and pursuit of alternatives, including the Green Economy, have delivered some forms of resilience and shielding against global knock-ons.

Performance barometer

In terms of public perception, South Africans are demanding greater government intervention and effectiveness in delivering services, controlling the cost of living, reducing crime rates, creating jobs, fighting corruption and increasing transparency and accountability.

These public priorities and demands for action line up clearly alongside government's own ambitions and delivery agreements in these areas.

Between half and three-quarters of South Africans perceive government as performing well in improving healthcare, delivering welfare payments, addressing education, promoting nation-building, encouraging international investment and improving public transport, among other positive developments.

These perceptions are at play at a time when the country is building up to marking 20 years of democracy, holding a fifth general election and assessing its performance against the Millennium Development Goals.

These landmarks are destined to generate intense internal assessments and public scrutiny over the performance of the current Administration and the dividends of the democratic dispensation as a whole since its inception.

At the same time, South Africa is being globalised rapidly through its role and profile as a force for good and transformation in the international system and its association with the emerging economic and political powers of the south, including Brazil, China and India.

How people make sense of it all

The GCIS is tasked with bringing government information to citizens who are inundated with multiple sources – human and technological – of information minute-by-minute.

Much as there is only one government, information emerging from this source competes for citizens' attention spans and interaction with many other sources that impact on people's awareness and perception of government.

Between 2006 and 2010, radio was the most widely used media source in the country, followed by television, and with cell-phones outstripping the use of newspapers across all living standards measures (LSM) groups.

Even so, slightly less than a fifth of South Africans were found to have accessed the Internet during a sample seven-day period in the first half of 2011.

Noting rapid advances in information and communication technology, the GCIS will encourage the adoption of and experimentation with new technologies, fully aware that new modes may be short-lived or those new, previously unimagined options may become available in the next few years.

Action stations – the GCIS at work

Value for money

For the GCIS, one of the key programmes in the years ahead is the entrenchment of the practice of media bulk buying on behalf of all departments and entities. This initiative will maximise government's buying power in the media market and ensure coherence of messages across campaigns.

This initiative will also entail recruitment of appropriately skilled and qualified staff as well as the acquisition of technology that will enable efficient service to client departments in a fast-paced environment, without compromising procurement regulations or creative quality.

Excellence in this area is critical to gain confidence across government that GCIS has got the people and the systems to run an efficient cost effective operation. GCIS has a duty to win back government accounts over and above relying on the Cabinet decision to centralise media buying.

GCIS in pursuance of achieving plurality and diversity will in particular also focus on the new entrants including community media, small commercial and larger media.

Grooming government communicators

The GCIS will during this period launch an unprecedented effort to train professional communicators and political leadership in communication skills, with a National Qualifications Framework credit bearing or accredited qualification.

This effort will build communication capacity nationally, provincially and locally, and will ensure that communication professionals will be effective in the full spectrum of communication, from interpersonal methods to working with media and managing campaigns.

This effort will involve partnership with public communication institution across Africa and other international centres as part of bringing the practice of government communication in line with best experiences globally.

Operational improvement

The most significant development during the period ahead is the relocation from the current headquarters in the centre of Pretoria to the new business hub in Hatfield.

This development is critical for staff morale and our relationship with stakeholders including The Presidency, political principals who rely on the GCIS infrastructure in their dealings with media, government communicators around Pretoria and the media.

The new premises are designed – literally and figuratively – to unleash creativity, establish synergy among busi**ness units** that need to work together in close quarters but are currently physically dispersed, and to enhance our reputation and relations with stakeholders.

During this period, the GCIS will modernise various operations to ensure effectiveness and position the organisation as an employer and partner of choice in a professional and industrial sector that is highly responsive and innovative.
In one aspect, supply chain management will be leveraged to enable the new programmes outlined earlier and to drive transformation in the sectors who we work with and procure goods and services from.

In human resource development and talent management new policies have recently been adopted to ensure high staff morale and productivity during the period ahead.

The automation of certain business processes, a new induction programme for incoming staff and the provision of technology that will allow staff to be productive when working remotely from Head Office or the nine provincial centres are on the drawing board as well.

On message

This strategic plan covers a range of content-driven initiatives for improved engagement with audiences and constituencies within the country and elsewhere.

We anticipate:

- increasing the frequency of the *Vuk'uzenzele* newspaper
- making greater use of social media
- stepping up engagement with community media
- broadening the GCIS suite of publications
- rewarding excellence in government communication across all spheres
- maintaining alignment between cluster communication strategies and the broader Government Communication Programme
- expanded use of platforms such as community media, seminars, workshops,public participation, door-to-door interactions and Thusong Service Centres
- engagement with community media and other formations not represented by established structures such as the South African National Editors' Forum or the Foreign Correspondents' Association of Southern Africa
- working more closely and strategically with the Media Diversity and Development Agency to bring information to South Africans in media-poor parts of the country, strengthen our dialogue with citizens and catalyse transformation of the media sector and media economy
- offering unprecedented services and facilities to media from the new GCIS headquarters.

In closing

As the pivot of the government-wide National Communication Strategy, the GCIS is required to fine-tune its own operations to mobilise respect and support across the total communication system.

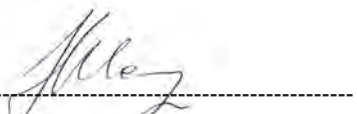
The period ahead demands energy and innovation on the part of the GCIS and the total system and demands that we assert our long-held perspective that the GCIS is tasked with "communication as delivery, and not communication about service delivery".

It is a task we look forward to and through which we will serve the nation in totality.

I wish to take this opportunity to thank Minister Collins Chabane, Deputy Minister Obed Bapela and the Parliamentary Portfolio Committee on Communications for their strategic guidance, oversight and close interest in and support for the work we do.

This is also an opportunity for me to publicly thank the GCIS team in its totality for the commitment and energy shown in our effort to remain in conversation and consultation with the nation.

We look forward to the strategic period ahead.



Mr Jimmy Manyi
Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that the management of the Government Communication and Information System (GCIS), under the guidance of the Minister, Mr Collins Chabane, developed this Strategic Plan. It takes into account all the relevant policies, legislation and other mandates, for which the GCIS is responsible.

It accurately reflects the strategic outcome-oriented goals and objectives, which the GCIS will endeavour to achieve over the next five years.

Ms Lediana Amaro
Chief Financial Officer

Signature: _____

Ms Zukiswa Potye
Head of Planning

Signature: _____

Approved by:

Mr Jimmy Manyi
Chief Executive Officer and Accounting Officer

Signature: _____

Approved by:

Mr Collins Chabane
Minister in the Presidency
Executive Authority of GCIS

Signature: _____
Date: 02 March 2012

PART A: STRATEGIC OVERVIEW

1. VISION

The pulse of communication excellence in government.

2. MISSION

Provide professional services, set and influence adherence to standards for effective government communication system. Drive coherent government messaging and proactively communicate with the public about government policies, plans programmes and achievements.

3. ORGANISATIONAL VALUES

VALUE	Meaning and behaviour associated with the value
Professionalism	• The organisation will strive to operate at the highest level of professionalism in all business dealings at all times. • Professionalism is a valued quality that comprises friendly, polite and business-like characteristics. It drives a person's appearance, personality and professional interactions, providing others with a lasting first impression. • Officials must demonstrate professionalism by adhering to courtesy, honesty and responsibility when dealing with clients and portraying the organisational image and integrity. • Officials must demonstrate a level of excellence that goes beyond our normal work and official requirements.
Diversity	• Officials understand that each person is unique, recognising and respecting their individual differences. This can include race, ethnicity, gender, age, religious beliefs, socio-economic status or other ideologies. • The GCIS will promote a safe, positive and nurturing environment for everyone. • Officials understand each other, beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual. Therefore, officials must embrace the variety of people within the GCIS; be able to respond to the diverse public; and harness the diversity of employees by giving people the freedom to express themselves – thereby contributing towards democracy and equality.
Openness and transparency	• The organisation is open in all its communication and accountable and responsible for its actions. • The GCIS values transparency and being straightforward and genuine in all its dealings with people. • Officials provide colleagues and clients access to accurate, relevant and timeous information. • The GCIS recognises that transparency and accountability are essential to good governance.
Innovation	• The organisation strives for the receptivity of new ideas, thinking and approaches that are flexible and solutions that are different and officials have the ability to think beyond the norm. • Officials often attend to problems and issues that others are unable or unwilling to address on their own.
Honesty and integrity	• Officials exercise honesty in all their business dealings and strive to protect the integrity of the organisation. • Officials commit to the actions they take to achieve the best possible outcomes for their clients. • The GCIS strives for equity, fairness and good ethics in decision-making and in the treatment of one another. • The GCIS honours its commitments with honesty and integrity to build a foundation for trust.

4. LEGISLATIVE AND CONSTITUTIONAL MANDATE

Section 195 (g) of the Constitution of South Africa, 1996, is the basis of the formation of the GCIS where it stipulates that in order to foster transparency the public should be provided with information that is timely, accurate and accessible.

In 1998, the South African Communication Service was dissolved and the GCIS established by Cabinet, largely on the basis of recommendations contained in the report of the Task Group on Government Communications (Comtask: 1996: 58).

Government's mandate requires that its communication be expanded to enhance access to information that enables the public to participate in the country's transformation and in bettering their own lives; that it should bring the realities of our emergent and thriving democracy to the attention of the international community; and promote the renaissance of Africa, including regional integration and implementation of people-centred development programmes.

An in-depth understanding of the strategic intent is key to the correct interpretation of what the mandate of the GCIS seeks to achieve, thus enabling a more focused and impactful execution of the mandate. As the GCIS, our prime responsibility is to ensure the democratic strength, success and security of our country through rapid, responsive and continuous communication of government's achievements in meeting the mandate to rule given by the citizens of South Africa. The strategic intent speaks of necessity and therefore of the broad agenda of the manifesto of the ruling party.

The GCIS Strategic Plan is further informed by the above stated mandate as well as various relevant legislative mandates and related government policies and directives, which include:

4.1 The Constitution of the Republic of South Africa, 1996
In the execution of our functions and in line with its founding legislation, the GCIS complies with the Constitution with specific reference to the following sections:
- Section 41: cooperative governance values
- Section 195: basic values and principles governing public administration
- Sections 231: international agreements.

4.2 The Public Finance Management Act, (PFMA) 1999, (Act 1 of 1999 as amended).
4.3 The National Treasury Framework on developing strategic plans and annual performance plans.
4.4 The Medium-Term Strategic Framework (MTSF).

5. PLANNED POLICY INITIATIVES

5.1 Government Communication Strategy (GCS)

The GCIS will gradually implement the Cabinet-approved 2011/14 GCS over the MTEF and ensure alignment among all the three spheres of government. It will provide support to the lead departments in implementation of the five campaigns centered around the five priorities of government linked to the 2009/14 MTSF.

5.2 Set and influence adherence to government communication standards

The GCIS will set and influence adherence to government communication standards through the promotion of the *Government Communicator's Handbook*, which is inclusive of the communication policy guidelines. New communicators (heads of communication, ministerial liaison officers and provincial and local communicators) will be inducted on government communication standards and practices.

5.3 Media bulk-buying

Recommendations made by the Comtask Report stated that government was not taking advantage of the benefits of the economies of scale realised through coherent and centralised government media bulk-buying. Cabinet Memorandum no. 8 of 1998 mandated the GCIS to facilitate placement of all national government campaigns and advertising through a media bulk-buying contract approved by National Treasury.

In 2011, Cabinet again re-emphasised the need for government to implement media buying in this centralised manner, this time with GCIS playing the role of an in-house media buying agency for government.

6. SITUATIONAL ANALYSIS

The GCIS' mandate is to provide strategic leadership in government communication and coordinate a government-wide communication system that ensures that the public is continuously informed of government programmes and policies in a manner that would improve their lives. It also ensures the GCIS' strategic alignment with the national government agenda to support the five priority areas of government: education, fighting crime and corruption, health, job creation and rural development.

The Cabinet-approved Government Communication Strategy (GCS) 2011/14 provided the GCIS with an opportunity to implement its short and medium term communication plan. This strategy, though not fully funded, employs a more measured approach to government communication, which allows reflective baselines to be established. This has enabled targeted interventions in the pursuit of an optimally functioning government-wide communication system.

The implementation of this GCS 2011/14 not only provides implementation support to the step change in communication, but also ensures that citizens are empowered with access to information on government's progress, especially in attaining the five key national priorities.

The planning process identified a number of challenges and opportunities that are addressed in the 2012/17 strategic plan document. The identified areas presented following key challenges:

Access to information

The poor in society often suffer deprivation on a number of counts. They suffer from material deprivation, as well as low levels of education and health. Marginalised groups in South African society are often powerless in respect of participating in political and social institutions. These circumstances limit citizens' abilities to make choices that can improve their well-being.

Poor South Africans also produce, receive and share information that is drawn from informal and unrecorded interpersonal communication. Reliance on informal information sources is often constrained and insular, particularly in remote areas that lack basic communication infrastructure and transport links. Much of the information and knowledge that can help poor people to improve the quality of their lives, educational standards and employment or business opportunities depends on government efforts to make it available to them. Commercial producers and transmitters of news and information are seldom, if at all, interested in "poor markets."

Government-wide communication system

The challenge in the coordination of communication forums, for coherence of messages within the three spheres of government has been identified as the:

- implementation of the recommendations from Rapid Response provided to other government departments
- communication skills gap within the government-wide communication system

Introduction of and appointment of two chief directors responsible for cluster supervision is also meant to strengthen alignment and coherence of government messages.

6.1 PERFORMANCE ENVIRONMENT

Over the medium term, the department aims to leverage opportunities to improve the efficiency of the government-wide communication system.

Centralised media buying

An in-house media buying model in which the GCIS deals directly with media and platform owners, has since been adopted following its approval by Cabinet in June 2011. Government departments' budgets are made to go further if saved funds are re-invested in campaigns. This will enable government to broaden its target audience and speak to a broader range of the public. Government would also be able to increase reach, which will result in more people being exposed to the message. This would also result in increased frequency, thus allowing the public to gain more opportunities to be exposed to messages. All government departments have been informed that all media buying must be channelled through the GCIS. This is in accordance with Cabinet's decision.

Diversified communication platforms

A functioning and healthy democracy requires a dialogue between government and the civil society (the media, trade unions, religious formations, among others). To ensure that such a dialogue takes place, the GCIS is developing platforms and products that are targeted at specific groups in our society.

The information needs of South Africans point towards getting information directly from government. Government therefore needs to create platforms to communicate directly to and with South Africans. The GCIS coordinates government's Public Participation Programme, which aims to bring government closer to the people – are just but one example of such platforms.

The Thusong Service Centres (TSCs) (formerly known as Multi-Purpose Community Centres) remain a primary vehicle for the implementation of development communication and information, and to integrate government services into primarily rural communities. The GCIS strengthened the coordination of the mobile units in provinces; this was in response to the findings of the 2010 review of TSCs that recommended a more strategic and sustainable focus on mobile and satellite technology, rather than concrete structures, in ensuring universal access to information and services in marginalised areas.

In the previous financial year, *Vuk'uzenzele* magazine was converted into a government newspaper,thus resulting in a higher print run and an increased frequency. This government newspaper focuses on communicating government programmes and policies, including socio-economic opportunities created by government programmes, and how to access these. The newspaper has a supplement called Employment News, which addresses matters relating to job creation, careers and skills development. The change in format of *Vuk'uzenzele* into a newspaper is an example of responding to the demands for information from citizens within the confines of allocated resources.

In heeding the presidential call for a professional cadre of public servants, the *Public Sector Manager* (*PSM*) magazine, among others was established to create a platform to communicate with a strategic component of government's target audiences – middle and senior public sector managers. The magazine aims to help public sector/government managers and their departments/agencies to improve the quality of the services they provide by reporting on management innovations and best practices within the public sector. This is coupled with a quarterly newsletter that is aimed at government and public sector communicators in general, with the same objective of creating a platform through which as a defined section of public servants can share innovations and best practices.

Selected performance indicators

The identified 18 indicators will measure the performance per year of the department over medium-term period according to the number of:

- national and international media coverage reports
- regular and ad hoc analytical reports
- copies of *Vuk'uzenzele* published
- rapid responses agendas and recommendations
- media briefing requests
- community and stakeholder liaison visits
- community media and outreach platforms aligned to the GCP
- communication materials such as pamphlets distributed
- media engagements implemented
- rapid response facilitated reports
- marketing events per TSC per year
- radio advertisements and dramas produced per year
- video programmes produced per year
- requests for photographic coverage handled per year
- live broadcasts on community radio stations per year
- radio talk shows arranged per year
- video coverage of government and national events
- graphic designs produced

6.2 ORGANISATIONAL ENVIRONMENT

The establishment of a 24-hour Rapid Response System that monitors media coverage has enabled the government-wide communication system to be more proactive and promptly reactive as compared to previous years. This is a deliberate strategy to increase government's share of voice to its citizens and defend the image of government.

For the GCIS, one of the key programmes in the years ahead is the establishment of a new business division, to manage media bulk-buying on behalf of all departments. This initiative will maximise government's buying power in the media market and ensure coherence of message across campaigns.

Establishing this new branch will entail recruitment of appropriately skilled and qualified staff as well as the acquisition of technology that will enable efficient service to client departments in a fast-paced environment, without compromising procurement regulations or creative quality. Excellence in this area is critical to dispel the unjustified criticism that centralising government's media buying power of approximately R1 billion a year is an exercise in ostracising commercial media.

Another significant development during the period ahead will be the relocation of the GCIS from the current headquarters in the centre of Pretoria to the new business hub in Hatfield. This development is critical for staff morale and our relationship with stakeholders including The Presidency, political principals who rely on the GCIS infrastructure in their dealings with media, government communicators around Pretoria, and the media.

The new premises are designed – literally and figuratively – to unleash creativity, establish synergy among business units that need to work together in close quarters but are currently physically dispersed, and to enhance our reputation and relations with stakeholders. During this period, the GCIS will modernise various operations to ensure effectiveness and position the organisation as an employer and partner of choice in a professional and media/communication sector that is highly responsive and innovative.

In one aspect, supply chain management will be leveraged to enable the new programmes outlined earlier, and to drive transformation in the sectors which we work with and procure goods and services from. In human resource development and talent management, new policies have recently been adopted to ensure high staff morale and productivity during the period ahead. The automation of certain business processes, a new induction programme for incoming staff and the provision of technology that will allow staff to be productive when working remotely from Head Office or the nine provincial centres are already being implemented.

The two newly established chief directorates for clusters will ensure better coordination of the cluster activities. The established chief directorate for government communication training will be responsible for training and capacity-building programmes for government communicators and political principals. The programme will be fully implemented over the five-year period and aims to create a calibre of government communicators that understand and are able to articulate government policies and programmes.

6.2.1 ORGANISATIONAL STRUCTURE

The GCIS has a staff complement of 483 employees out of a total establishment of 500.

The GCIS' mandate is to continuously communicate with and inform the public on the policies and programmes of government to improve their lives. In carrying out this mandate the GCIS has to provide strategic leadership in government communication. This calls for a workforce/employees with excellent strategic and communication skills and capabilities.

The GCIS has a number of human resources (HR) policies that took cue from the broader policy framework provided by the Department of Public Service and Administration (DPSA). However, these policies do not ad¬equately respond to the strategic objectives of the organisation as well as the environment within which the GCIS operates.

In line with the recent GCIS and government-wide communication system review, the GCIS has had to reflect on its current organisational structure following a review of its corporate strategy priorities – the primary objective being to ensure alignment of the current structure with the new priorities to minimise structural imbalances and optimise the utilisation of our human capital in ways that helps the GCIS achieve its mandate.

The delivery imperatives of the GCIS have resulted in the review of the structure from the old branches into four programmes, each headed by a Deputy Chief Executive Officer, reporting to the Chief Executive Officer. Each programme has a number of sub-programmes, namely:

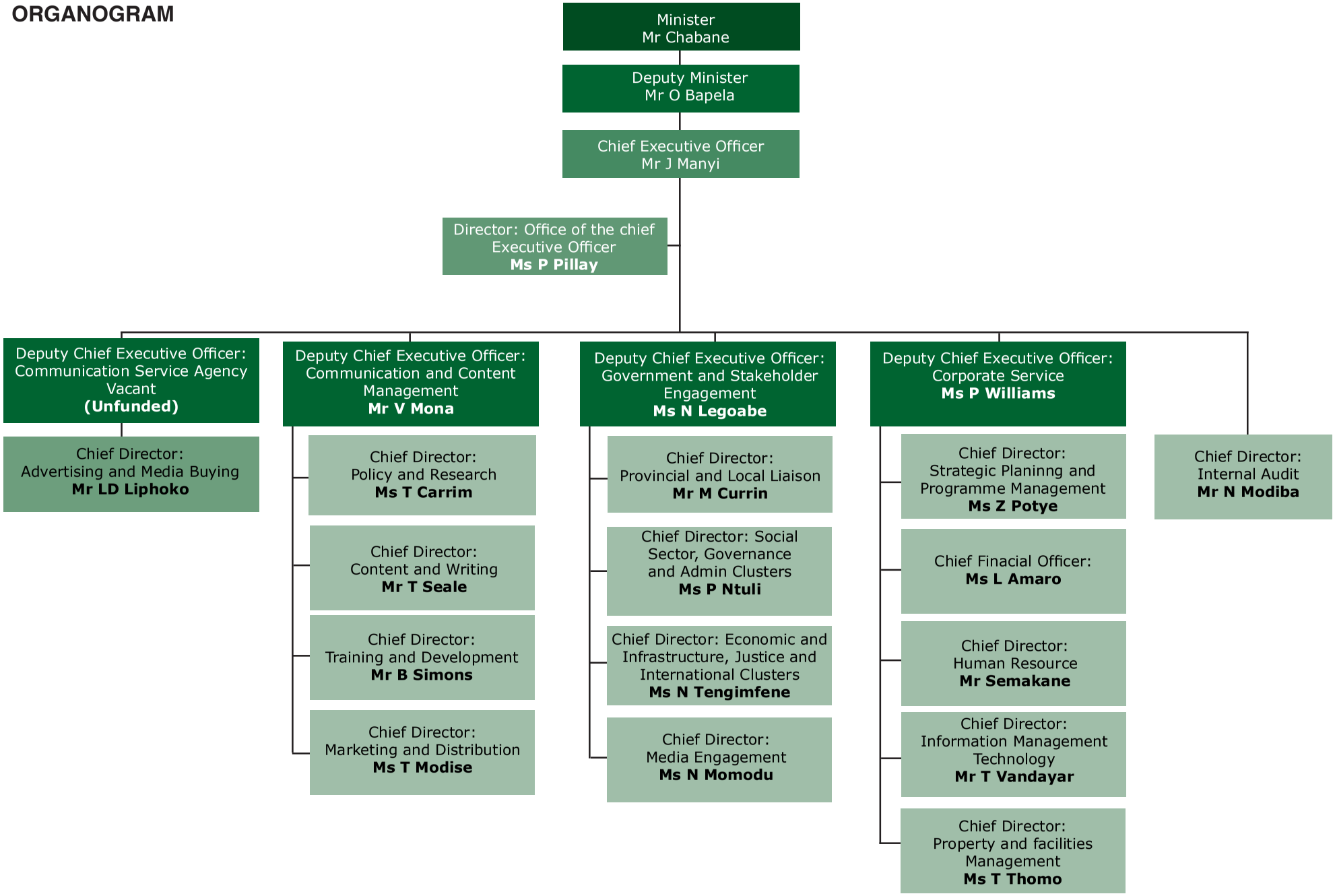
- **PROGRAMME 1: Administration**
- Subprogramme 1.1: Departmental Management
- Subprogramme 1.2: Human Resources
- Subprogramme 1.3: Financial Administration
- Subprogramme 1.4: Internal Audit
- Subprogramme 1.5: Office Accommodation
- Subprogramme 1.6: Strategic Planning and Programme Management.
- Subprogramme 1.7: Information Management & Technology

- **PROGRAMME 2: Communication and Content Management**
- Subprogramme 1.1: Management
- Subprogramme 1.2: Policy and Research
- Subprogramme 1.3: Government Communication Training and Development
- Subprogramme 1.4: Marketing and Distribution
- Subprogramme 1.5: Content and Writing

- **PROGRAMME 3: Government and Stakeholder Engagement**
- Subprogramme 1.1: Management
- Subprogramme 1.2: Provincial and Local Liaison
- Subprogramme 1.3: Media Development and Diversity Agency
- Subprogramme 1.4: Media Engagement
- Subporgramme 1.5: Cluster Supervision

- **PROGRAMME 4: Communication Service Agency**
- Subprogramme 1.1: Management
- Subprogramme 1.2: Media Production
- Subprogramme 1.3: Media Bulk-Buying

ORGANOGRAM


Minister
Mr Chabane
Deputy Minister
Mr O Bapela
Chief Executive Officer
Mr J Manyi
Director: Office of the chief Executive Officer
Ms P Pillay
Deputy Chief Executive Officer: Communication Service Agency
Vacant
(Unfunded)
Chief Director: Advertising and Media Buying
Mr LD Liphoko
Deputy Chief Executive Officer: Communication and Content Management
Mr V Mona
Chief Director: Policy and Research
Ms T Carrim
Chief Director: Content and Writing
Mr T Seale
Chief Director: Training and Development
Mr B Simons
Chief Director: Marketing and Distribution
Ms T Modise
Deputy Chief Executive Officer: Government and Stakeholder Engagement
Ms N Legoabe
Chief Director: Provincial and Local Liaison
Mr M Currin
Chief Director: Social Sector, Governance and Admin Clusters
Ms P Ntuli
Chief Director: Economic and Infrastructure, Justice and International Clusters
Ms N Tengimfene
Chief Director: Media Engagement
Ms N Momodu
Deputy Chief Executive Officer: Corporate Service
Ms P Williams
Chief Director: Strategic Planinng and Programme Management
Ms Z Potye
Chief Finacial Officer:
Ms L Amaro
Chief Director: Human Resource
Mr Semakane
Chief Director: Information Management Technology
Mr T Vandayar
Chief Director: Property and facilities Management
Ms T Thomo
Chief Director: Internal Audit
Mr N Modiba

6.3 DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

The pre-planning process

The 2011/14 Strategic Plan was partially aligned to the Framework on Developing Strategic Plans and Annual Performance Plans. The GCIS strove to fully align the 2012/17 Strategic Plan and Annual Performance Plan with the framework.

National strategic planning session

The three-day strategic planning sessions took place from 19 to 21 July 2011, attended by all senior managers within the department. The Deputy Minister provided a political overview while the Chief Executive Officer provided the organisational overview and highlighted focus areas for acceleration over the five-year period. The session reflected on the current vision, mission and strategic objectives and subsequently reviewed them. By the end of the three-day sessions the department had developed a new vision, mission, goal (outcome) and strategic objectives for each branch, as well as outputs for implementation of the strategic objectives.

Branches' strategic planning session

The Technical Assistance Unit (TAU) of the National Treasury was approached to help the department to assure the quality and provide technical input into the department's draft strategic plan. After the Management Committee planning workshop, the branches had to further develop five-year targets against the strategic objectives and outputs. The TAU facilitated the sessions for the Government and Stakeholder Engagement Branch and the Communication and Content Management, which took place on 1 August and 4 August, respectively. The planning unit in the department coordinated the Communication Service Agency's session on 8 August 2011.

All the planning sessions were completed by 10 August 2011 and the draft strategic and annual performance plans were forwarded to the TAU for quality checks and comments. The first Drafts Strategic Plan 2012/17 and 2012/15 Annual Performance Plan were forwarded to members of the Executive Committee for input and approval on 29 August 2011. The plans were submitted to National Treasury and the Department of Performance Monitoring and Evaluation as prescribed by the planning framework.

7. STRATEGIC OUTCOME-ORIENTATED GOALS OF THE INSTITUTION

The department has only one strategic-outcome oriented goal in support of government Outcome 12.

Strategic outcome-oriented goal.	Coherent, responsive and cost effective communication services for all government programmes.
Goal statement.	To provide strategic leadership in government communication and coordinate a government communication system that ensures the public is informed of government programmes and policies.

The GCIS, a transversal strategic communication organisation, provides communication support to implement government's 12 outcomes. It directly contributes to the implementation of outcome 12.

Outcome 12: An efficient, effective and development-oriented public service and empowered, fair and inclusive citizenship.

Outcome 12B: An empowered, fair and inclusive citizenship

The department will contribute to the outcome by ensuring that the government-wide communication system disseminates information on programmes and services that will improve people's lives. The following programme indicators will measure the progress over the five-year period.

Output 1 Sub-output 2: Access to government service
In the period covered in the strategic plan the department will increase and strengthen the communication platforms.

GCIS link to outcome 12

- Number of marketing events per Thusong Service Centre
- Number of copies of Vuk' uzenzele published
- Number of media briefing requests

PART B: STRATEGIC OBJECTIVES

Strategic objectives	
Strategic objective 1	**Provide a responsive, cost-effective, compliant, and business-focused corporate services.**
Subprogramme objectives	1. Implement efficient and effective strategic management processes and procedures in line with the relevant legislation. 2. Implement best practice management for GCIS and goverment-wide communications projects. 3. Attract and retain highly skilled human capital. 4. Provide efficient and effective IT infrastructure and systems to deliver cost effective products and services. 5. Provide professional internal audit services for governance improvement and risk control. 6. Provide proactive, flexible, compliant and cost effective finance, supply chain, and facilities management.
Strategic objective 2	**Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.**
Subprogramme objectives	7. Set and influence adherence to government communication standards. 8. Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the communication environment and the pulse of the nation. 9. Develop content and create platforms to grow the voice of government. 10. Provide expertise to offer the best communication solutions to government through professional language services. 11. Provide effective and efficient marketing and distribution services for government.
Strategic objective 3	**Maintain and strengthen a well-functioning communication system that proactively informs and engages the publics.**
Subprogramme objectives	12. Aligned messages across the three spheres of government to ensure coherence. 13. Inform the citizenry on government's policies, plans programmes and achievements. 14. Ensure informed stakeholders that extend the reach of government's communication effort. 15. Provide strategic leadership and support in government communication by building, maintaining and improving relations with the media and driving the communication agenda.
Strategic objective 4	**Provide an efficient and effective production, media bulk-buying and advertising agency for government.**
Subprogramme objectives	16. Provide cost-effective media bulk-buying services for government. 17. Provide cost effective and efficient electronic media products and services for government. 18. Ensure production of high quality TV commercials and video footage, radio commercials and programmes, print adverts and graphic designs for client departments.
Strategic objective 5	**Projecting, defending and maintaining the image of government and that of the state.**
Subprogramme objectives	19. Set and influence the media agenda through a robust, proactive and efficient rapid response system. 20. Manage corporate identity for government.

8. DEPARTMENTAL PROGRAMMES

8.1 PROGRAMME 1: ADMINISTRATION

Programme purpose	Provide overall management and support for the department.
Strategic objective	Provide responsive, cost-effective, compliant, and business-focused corporate services.
Links to the strategic oriented-outcome goal	Ensure coherent, responsive and cost effective communication services for all government programmes.

The programme's functions are organised into the following five sub programmes:

- **Strategic Planning and Programme Management** is responsible for the development of the GCIS' strategic and Annual Perfomance plans including risk management. The sub-programme further monitors and evaluates the implementation of these plans and reports on the performance. It is also responsible for the implementation of a professional project management discipline for the GCIS and government-wide communication projects and campaigns.
- **Human Resources (HR)** is responsible for strategic leadership in the implementation of the department's HR management strategy.
- **Information Management and Technology (IM&T)** is responsible for the establishment and support of information management and technology systems in the GCIS.
- **The Chief Financial Officer** provides the department with overall financial and supply chain management, auxiliary services, and guides management in complying with legislative requirements, budget planning and administration.
- **Internal Audit** improves risk management, control and governance processes.

Strategic objective 1: Provide a responsive, cost-effective, compliant and business-focused corporate services.							
Subprogramme objective: Implement efficient and effective strategic management processes and procedures in line with the relevant legislation.							
Output	**Baseline**	**Performance indicator**	**Target**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Approved five-year strategic plan and three-year annual performance plans.	Partially legislation compliant 2011/12 –2013/14 Strategic Plan and 2011/12 Annual Performance Plan.	An approved five-year strategic plan and aligned three-year annual performance plans.	The five-year strategic plan and aligned three-year annual performance plans tabled in Parliament.	Tabling of the reviewed Annual Performance Plan in Parliament.	Tabling of the reviewed Annual Performance Plan in Parliament.	The five-year strategic plan and aligned three-year annual performance plans tabled in Parliament.	Tabling of the reviewed Annual Performance Plan in Parliament.
Effective reporting on programme performance information.	Approved quarterly reports submitted to the oversight bodies.	Approved performance reports submitted to comply with prescripts.	Four quarterly performance reports produced according to the specified timeframes and within the prescribed legislation.	Four quarterly performance reports produced according to the specified timeframes and within the prescribed legislation.	Four quarterly performance reports produced according to the specified timeframes and within the prescribed legislation.	Four quarterly performance reports produced according to the specified timeframes and within the prescribed legislation.	Four quarterly performance reports produced according to the specified timeframes and within the prescribed legislation.
Annual Report produced.	Approved 2009/10 Annual Report tabled in Parliament.	Annual Report produced and tabled in Parliament.	Table the departmental annual report in Parliament within the legislated timeframes.	Table the departmental annual report in Parliament within the legislated timeframes.	Table the departmental annual report in Parliament within the legislated timeframes.	Table the departmental annual report in Parliament within the legislated timeframes.	Table the departmental annual report in Parliament within the legislated timeframes.

Strategic objective 1: Provide a responsive, cost-effective, compliant and business-focused corporate services.							
Subprogramme objective: Implement best practice project management for the GCIS and government-wide communications projects.							
Output	**Baseline**	**Performance indicator**	**Target**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Efficient coordination of GCP and campaigns according to project management methodology.	Implementation of the 2010/11 GCP partially compliant to the project management methodology.	Percentage projects implemented in line with the *Project Management Procedures Handbook.*	60% projects implemented in line with the *Project Management Procedures Handbook.*	70% projects implemented in line with the *Project Management Procedures Handbook.*	80% projects implemented in line with the *Project Management Procedures Handbook.*	90% projects implemented in line with the *Project Management Procedures Handbook.*	95% projects implemented in line with the *Project Management Procedures Handbook.*
Institutionalised project management discipline within the organisation.	40% of the GCIS annual performance plans operationalised using project management as an implementing tool.	Percentage of GCIS annual performance plans operationalised using project management methodology as an implementation tool.	Cooporate services branch annual performance plans operationalised.	50% GCIS annual performance plans operationalised.	70% GCIS annual performance plans operationalised.	80% GCIS annual performance plan operationalised.	90% GCIS annual performance plans operationalised.

Strategic objective 1: Provide a responsive, cost-effective, compliant and business-focused corporate services.							
Subprogramme objective: Attract and retain highly skilled human capital.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
An approved and implemented 2013 – 2017 HR Strategy.	Implementation of 2010 – 2013 HR Strategy.	Approved 2013 – 2017 HR Strategy.	Review of the 2010 – 13 HR Strategy. Approval of 2013 – 2017 HR Strategy.	Implementation of reviewed HR Strategy (2013 – 2017).	Implementation of 2013 – 2017 HR Strategy.	Implementation of 2013 – 2017 HR Strategy.	Implementation and review of 2013 – 2017 HR Strategy.

Strategic objective 1: Provide a responsive, cost-effective, compliant and business-focused corporate services.							
Subprogramme objective: Provide efficient and effective IT infrastructure and systems to deliver cost effective products and services.							
Output	**Baseline**	**Performance indicator**	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Implemented and reviewed Information Management and Technology (IM&T) Strategy aligned to the GCIS Corporate Strategy.	Approved 2010 – 2013 IM&T Strategy.	Implementation of strategic elements of the 2010 – 2013 IM&T strategic plans.	Implementation of strategic elements of the 2010 – 2013 IM&T strategic plans. Approval of the 2013 – 2017 IM&T strategic plans.	Implementation of strategic elements of the 2013 – 2017 IM&T strategic plans.	Implementation of strategic elements of the 2013 – 2017 IM&T strategic plans.	Implementation of strategic elements of the 2013 – 2017 IM&T strategic plans.	Implementation of strategic elements of the 2013 – 2017 IM&T strategic plans. Approval of the 2016 – 2021 IM&T strategic plans.

Strategic objective 1: Provide a responsive, cost-effective, compliant and business-focused corporate services.							
Subprogramme objective: Provide a proactive, flexible, compliant and cost effective finance, Supply Chain Management (SCM) and facilities management.							
Output	**Baseline**	**Performance indicator**	**Target**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Annual financial statements and four interim financial statements.	Accurate financial and interim financial statements.	Submit annual financial statements to the Auditor-General and National Treasury by 31 May.	Submission of accurate annual financial statements.	Submission of accurate annual financial statements.	Submission of accurate annual financial statements.	Submission of accurate annual financial statements.	Submission of accurate annual financial statements.
		Quarterly interim financial statements to National Treasury.	Submit on the prescribed due date to National Treasury.	Submit on the prescribed due date to National Treasury.	Submit on the prescribed due date to National Treasury.	Submit on the prescribed due date to National Treasury.	Submit on the prescribed due date to National Treasury.
100% adherence to National Treasury budget cycle.	Adhere to National Treasury's due dates. Submit 12 financial analysis- and cash-flow reports.	Number of financial analysis- and cash-flow reports submitted to National Treasury in line with the budget cycle.	Submit 12 financial analysis- and cash-flow reports.	Submit 12 financial analysis- and cash-flow reports.	Submit 12 financial analysis- and cash-flow reports.	Submit 12 financial analysis- and cash-flow reports.	Submit 12 financial analysis- and cash-flow reports.
Compliant supply chain (SCM) and facilities management processes.	Partially compliant SCM process.	Quarterly statistics reports.	Annual SCM statistical reports.	Annual SCM statistical reports.	Annual SCM statistical reports.	Annual SCM statistical reports.	Annual SCM statistical reports.

Strategic objective 1: Provide a responsive, cost-effective, compliant and business-focused corporate services.							
Subprogramme objective: Provide proactive, flexible, compliant and cost effective finance, supply chain, and facilities management							
Output	**Baseline**	**Performance indicator**	**Target**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
	Site identified, service provider appointed and new offices secured for Head Office.	Head Office operating from the new premises.	90% fit out for the new building.	Relocation to new premises.	Head Office operating from the new premises.	Manage the lease agreement.	Commence with the renewal process of lease agreement.

Key Strategic objective 1: Provide a responsive, cost-effective, compliant and business-focused corporate services.							
Subprogramme objective: Provide a professional internal audit services for the improvement of governance and risk control.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Risk based strategic internal audit and annual operational plan and audit reports on assessment of internal control systems.	Approved three-year risk-based internal audit plan and annual operational plan 2011 – 2014.	Three-year risk-based internal audit plan (2012/15) and annual operational plan approved.	Three-year risk-based internal audit plan and annual operational plan developed and approved.	Update and implement the risk-based internal audit plan and annual performance plan.	Update and implement the risk-based internal audit plan and annual performance plan.	Update and implement the risk-based internal audit plan and annual performance plan.	Implement the updated annual operational plan.
	Presented report at four audit and Risk Committee and five Internal Audit Committee meeting.	Number of audit progress reports produced on implementation of the annual operational plan.	4 audit progress reports produced on implementation of the annual operational plan.	4 audit progress reports produced on implementation of the annual operational plan.	4 audit progress reports produced on implementation of the annual operational plan.	4 audit progress reports produced on implementation of the annual operational plan.	4 audit progress reports produced on implementation of the annual operational plan.

8.1.1 RESOURCE CONSIDERATIONS

PROGRAMME 1: ADMINISTRATION

Detail per subprogramme and economic classification	Outcome			Adjusted appro-priation	Medium term estimates		
R thousand	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Departmental Management	5 052	5 646	10 890	7 160	6 137	6 556	6 895
Corporate Services	34 340	36 150	38 123	46 561	47 584	50 142	52 530
Financial Administration	16 604	20 027	18 819	28 755	74 077	25 324	26 635
Internal Audit	4 564	5 347	5 561	6 000	6 231	6 557	6 895
Legal Services	817	201	-	-	–	–	–
Office Accommodation	12 169	12 706	15 904	34 006	36 810	38 871	42 844
Total	**73 546**	**80 077**	**89 297**	**122 482**	**170 839**	**127 450**	**135 799**
Change to 2011 Budget estimate				9 296	49 899	278	1 489
Economic classification							
Current payments	**71 481**	**78 369**	**87 212**	**122 167**	**170 240**	**126 799**	**135 117**
Compensation of employees	33 114	39 664	39 961	47 865	48 261	50 789	53 673
Goods and services	38 367	38 705	47 251	74 302	121 979	76 010	81 444
Computer services	6 326	5 606	7 236	10 433	11 379	12 014	12 102
Lease payments	11 847	11 868	15 173	30 719	36 216	38 245	42 182
Travel and subsistence	4 263	5 553	3 195	3 557	4 204	4 441	4 680
Operating expenditure	1 798	2 767	2 978	3 146	3 157	3 334	3 513
Transfers and subsidies	**29**	**146**	**64**	**-**	**-**	**-**	**-**
Households	29	146	64	-	-	-	-
Payments for capital assets	**1 951**	**1 550**	**2 009**	**315**	**599**	**651**	**682**
Machinery and equipment	1 951	1 550	2 009	315	599	651	682
Payments for financial assets	**85**	**12**	**12**	**-**	**-**	**-**	**-**
Total	**73 546**	**80 077**	**89 297**	**122 482**	**170 839**	**127 450**	**135 799**
Check: Programmes less Economic classification	-	-	-	-		-	-

DETAILS OF TRANSFERS AND SUBSIDES

Recipient	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Rand thousand	**Outcome**			**Adjusted Appropriation**	**Medium term estimates**		
Households social benefit							
Current	29	146	64	-	-	-	-
Employee social benefits							
Total	**29**	**146**	**64**	**-**	**-**	**-**	**-**

8.1.2 EXPENDITURE TRENDS

Expenditure increased from R73,5 million in 2008/9 to R122,5 million in 2011/12 at an annual average rate at 18,5%. The increase was mainly due to spending on compensation of employees which grew from R33,1 million to R47,9 million, at an average annual rate of 13,1%, due to additional allocation for improved conditions of service.

Spending in the Office Accommodation subprogramme increased from R12,2 million to R34 million between 2008/09 and 2011/12 due to increased lease costs in respect of the departments new head office building, while spending in the Corporate Services subprogramme increased from R34,3 million to R46,6 million due to increased spending on Information Management and Technology, as well as the expansion of the strategic planning and programme management office.

Over the medium term, expenditure is expected to increase to R135,8 million, at an average annual rate of 3,5%, mainly as a result of spending on compensation of employees, which increased due to an additional R11,6 million allocated over the medium term for improved conditions of service. The programme has a budget of R2,1 million for consultants between 2012/13 and 2014/15, which is mainly a contingency allocation to assist the department in the resolution of legal disputes.

8.1.3 RISK MANAGEMENT

Section 38(1) of the Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), as amended and Section 3.2 of the Treasury regulations require the department to put a risk management system in place.

Strategic risk		Mitigation strategy
Strategic objective 1: Provide a responsive, cost-effective, compliant, and business-focused corporate services.		
1.	Non-adherence to corporate governance, particularly the PFMA and the Public Service Act, may lead to non-compliance in executing the department's functions.	• Provide continuous training to staff on government regulations. • Create awareness among staff on the implementation of these regulations/legislation.
2.	Unavailability of technology could impact the work of the GCIS.	• Redundancy built into the information technology infrastructure. • Approved information technology continuity plan in place.

8.2 PROGRAMME 2: COMMUNICATION AND CONTENT MANAGEMENT

Programme purpose	Provide strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness of government communication.
Strategic objective	Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.
Links to the strategic-oriented outcome goal	Ensure coherent, responsive and cost-effective communication services for all government programmes.
Link to outcome 12: output1: sub-output 2	Access to government services

The programme's functions are organised into the following four subprogrammes:

- **Government Communication Training and Development** aims to professionalise government communication through developing training course content and identifying, coordinating and implementing effective training programmes for government communicators. The subprogramme builds competency to professionalise government communicators.

- **Policy and Research** conducts research through independent service providers to assess how government should address the public's information needs. It also monitors media coverage of government programmes from a communication perspective. Also, it provides an analysis on how the media interprets government policies and programmes, formulates policy proposals where it is required, proposes government response on any media-related issues and assesses public perceptions in relation to government performance.

- **Content and Writing** develops content for products to be produced by the GCIS. Funding for the subprogramme will be used for writing assignments; language services for products that require translation; editing and proofreading content; managing the development of government and departmental/provincial web sites; and the production of government publications.

- **Marketing and Distribution** manages and drives the distribution strategy of all the products produced for dissemination to the public and oversees the outsourcing of distribution services to the service providers. The subprogramme manages the corporate identity of government. It also provides marketing services for the GCIS and other government departments.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Set and influence adherence to government communication standards.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Professionalised and consistent government communication system.	University of the Witwatersrand (Post Graduate Certificate in Communication and Marketing) course done in collaboration with Unilever.	Academic course that covers all aspects of government communications	Academic symposium with at least 10 geographically representative academic institutions in partnership with Public Administration Leadership and management Academy (Palama) to secure buy-in for a recognised credit-bearing qualification.	Design and development of the curriculum.	Review and rollout of the qualification: targeted institutions to introduce the new course.	Improvement and implementation.	Improvement and implementation.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Set and influence adherence to government communication standards.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
	392 media training sessions conducted for government messengers.	Development of an accredited short term training programme for government messengers.	Produce Request For Quotations (RFQs) to source companies to bid for course and content design. Introduction of the course for all government communicators. Introduction of the course for all government communicators.	Monitor communicator attendance for training and produce a report.	12 training session for newly appointed political principals: three for Cabinet members and nine for provincial executive councils. Monitor training, communicator attendance and produce a report.	Monitor training, communicator attendance and produce a report.	Monitor training, communicator attendance and produce a report.
		Number of training sessions on media and communication strategy.	Two Workshops (bi-annual training for senior communication officers [SCOs]).	One workshop (annual training for SCOs).	One workshop (annual training for SCOs).	One workshop (annual training for SCOs).	One workshop (annual training for SCOs).
			20 training sessions on media and communication strategy development on request.	20 training sessions on media and communication strategy development on request.	20 training sessions on media and communication strategy development on request.	20 training sessions on media and communication strategy development on request.	20 training sessions on media and communication strategy development on request.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Set and influence adherence to government communication standards.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Communicators inducted into the government communication system.	Four sessions of new communication officers, media liaison officers, departmental heads of communication and provincial heads of communication.	Number of induction sessions.	Four induction sessions with new communicators.	Four induction sessions with new communicators.	Four induction sessions with new communicators.	Four induction sessions with new communicators.	Four sessions with new communicators a year.
	Production of 1 000 copies of the *Government Communicators' Handbook* and distribute over four years.	The *Government Communicators' Handbook* printed and distributed to government communicators.	Review the content and produce 1 000 copies of the *Government Communicators' Handbook*.	Review the *Government Communicators' Handbook* and reproduce if required.	Review the *Government Communicators' Handbook* and print 1 000 additional copies for government communicators.	Review the *Government Communicators' Handbook* and reproduce if required.	Review the *Government Communicators' Handbook* and reproduce if required.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.								
Subprogramme objective: Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation.								
Output	**Baseline**	**Performance indicator**	**Targets**					
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**	
Integrated view of the communication environment, bringing together highlights of research findings on public perception and media reporting.	Monthly newsletters to political principals and government communicators.	Number of newsletters distributed to political principals and government communicators.	12 newsletters distributed.	12 newsletters distributed.	12 newsletters distributed.	12 newsletters distributed.	12 newsletters distributed.	
Impact assessment of GCIS' communication interventions.	None	Impact assessment of 60% of GCIS' communication products and services to be shared at Manco.	Four impact assessment reports.	Four impact assessment reports with improvements depending on funding.	Four impact assessment reports with improvements depending on funding.	Four impact assessment reports with improvements depending on funding.	Four impact assessment reports with improvements depending on funding.	
Providing a dashboard of perceptions on government delivery and performance.	Research findings available every quarter; sporadic cluster reports.	Number of presentations to cluster meetings on public perceptions of government delivery and performance.	28 presentations to cluster meetings.	28 presentations to cluster meetings.	28 presentations to cluster meetings.	28 presentations to cluster meetings.	28 presentations to cluster meetings.	

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Pulse of the Nation reports measuring high-level indicators of mood and confidence.	Research findings are available but need to be packaged.	*Pulse of the Nation* research reports produced for political principals only.	Four reports produced.	Four reports produced.	Four reports produced.	Four reports produced.	Four reports produced.
Knowledge Management Strategy and systems.	Approved Knowledge Management Strategy.	Knowledge Management Strategy and systems implemented.	Implementation of Knowledge Management Strategy and procedures extended.	Review of the Knowledge Management Strategy and procedures.	Expansion of Knowledge Management Strategy and procedures.	Expansion and maintenance of Knowledge Management Strategy and procedures.	Expansion and maintenance of Knowledge Management Strategy and procedures.
Review of 20 years of Freedom and Democracy in South Africa.	None.	Project plan on 20-year review implemented.	Development of project plan for 20-year review, consulting with the public and role players; promoting cooperation.	Implementation of project plan.	Implementation of project plan.	Project review.	None.
Analysis of media coverage of government policies, delivery and performance.	Quarterly media analysis of government policies and programmes.	Number of analysis reports on government delivery and performance of government communicators.	Presentation of four quarterly reports.	Presentation of four quarterly reports.	Presentation of four quarterly reports.	Presentation of four quarterly reports.	Presentation of four quarterly reports.
The state of the media in South Africa.	None.	Annual report of the assessment of the media landscape.	One annual report.	One annual report.	One annual report.	One annual report.	One annual report.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Synthesis of departmental achievements and plans for SoNA.	One synthesis report	Annual synthesis of departmental achievements and plans for SoNA.	Consolidated government achievements and plans.	Consolidated government achievements and plans.	Consolidated government achievements and plans.	Consolidated government achievements and plans.	Consolidated government achievements and plans.
Assessment of the media environment.	Fortnightly communication planning reports.	The number of media environment reports produced and shared for management in the GCIS and The Presidency.	20 media assessment reports produced and shared.	20 media assessment reports produced and shared.	20 media assessment reports produced and shared.	20 media assessment reports produced and shared.	20 media assessment reports produced and shared.
	Daily rapid response reports.		192 rapid response.	192 daily media assessment reports for rapid response.	192 daily media assessment reports for rapid response.	192 daily media assessment reports for rapid response.	192 daily media assessment reports for rapid response.
	Monthly cluster communication environment reports.		72 cluster communication environment reports.	72 cluster communication environment reports.	72 cluster communication environment reports.	72 cluster communication reports.	72 cluster communication reports.
	Weekend analysis report.		49 weekend assessment reports.	47 weekend assessment reports.	47 weekend assessment reports.	47 weekend assessment reports.	47 weekend assessment reports.communication reports.
National and international media monitoring.	Press clippings, broadcast and online media coverage reports.	Number of media coverage reports.	324 sets of press clippings.	324 sets of press clippings.	324 sets of press clippings.	324 sets of press clippings.	324 sets of press clippings.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
			720 media coverage reports.	720 media coverage reports.	720 media coverage reports.	720 media coverage reports.	720 media coverage reports.
	Alerts of breaking news.	Alerts of breaking news.	Alerts of breaking news.	Alerts of breaking news.	Alerts of breaking news.	Alerts of breaking news.	Alerts of breaking news.
Development of key messages and communication content.	Monthly development of key messages.	Number of key messages.	48 sets of key messages.	48 sets of key messages.	48 sets of key messages.	48 sets of key messages.	48 sets of key messages.
	Development of communication content, including briefing and background documents, fact sheets and media content when required.	Communication content, including briefing and background documents, fact sheets and media content when required.	12 content products, including briefing and background documents, fact sheets and media content when required.	12 content products, including briefing and background documents, fact sheets and media content when required.	12 content products, including briefing and background documents, fact sheets and media content when required.	12 content products, including briefing and background documents, fact sheets and media content when required.	12 content products, including briefing and background documents, fact sheets and media content when required.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Provide expertise to offer the best communication solutions to government through professional language services.							
Output	**Baseline**	**Performance indicator**	**Target**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Professional language services provided to GCIS and government departments.	179 language service requests from within GCIS and government departments.	Number of language service requests from within GCIS and government departments.	Language services based on 150 requests.	Language services based on 180 requests.	Language services based on 200 requests.	Language services based on 220 requests.	Language services based on 250 requests.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Develop content and create platforms to grow the voice of government.							
Output	**Baseline**	**Performance indicator**	**Target**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
South Africa Yearbook and *Pocket Guide to South Africa*.	Annual production of: 40 000 copies of the *South Africa Yearbook* and 4 000 DVDs. 20 000 copies of the *Pocket Guide to South Africa*.	Number of copies annually produced of *South Africa Yearbook* and *Pocket Guide to South Africa*.	40 000 copies of the *South Africa Yearbook* and 4 000 DVDs. 20 000 copies of the *Pocket Guide to South Africa*.	40 000 copies of the *South Africa Yearbook* and 4 000 DVDs. 25 000 copies of the *Pocket Guide to South Africa*.	40 000 copies of the *South Africa Yearbook* and 4 000 DVDs. 25 000 copies of the *Pocket Guide to South Africa*.	40 000 copies of the *South Africa Yearbook* and 4 000 DVDs. 25 000 copies of the *Pocket Guide to South Africa*.	40 000 copies of the *South Africa Yearbook* and 4 000 DVDs. 25 000 copies of the *Pocket Guide to South Africa*.
				Supplement product suite with additional dissemination platforms based on user trends.	Supplement product suite with additional dissemination platforms based on user trends.	Supplement product suite with additional dissemination platforms based on user trends.	Supplement product suite with additional dissemination platforms based on user trends.
Communication products in support of the National Orders Campaign.	Produced the booklet and video and photographic coverage of the event.	Production of print and/or electronic products to create awareness of the National Orders.	Production of annual print product for mass consumption, coinciding with the National Orders event, to raise public awareness of the Orders and profile recipients.	Production of annual print product for mass consumption.	Production of annual print product for mass consumption.	Production of annual print product for mass consumption.	Production of annual print product for mass consumption.

Strategic Objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Develop content and create platforms to grow the voice of government.							
Output	**Baseline**	**Performance indicator**	**Target**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
A newspaper focused on government's key priorities.	1,7 million copies of *Vuk'uzenzele* newspaper produced monthly.	Number of copies of *Vuk'uzenzele* newspaper published per year.	20,4 million copies of *Vuk'uzenzele* newspaper.	40 million copies of *Vuk'uzenzele* newspaper.	40 million copies of *Vuk'uzenzele* newspaper.	40 million copies of *Vuk'uzenzele* newspaper produced.	40million copies of *Vuk'uzenzele* newspaper
	420 Braille copies produced monthly.		5040 Braille copies.	10 080 Braille copies.	10 080 Braille copies.	10 080 Braille copies.	10 080 Braille copies.
	12 versions of the monthly website version updated.		12 versions of the monthly website updated.	24 versions of the monthly website updated.	10 080 Braille copies.	24 versions of the monthly website updated.	24 versions of the monthly website updated.
Public Sector Manager (*PSM*) magazine.	120 000 copies produced annually (10 000 monthly).	Number of *PSM* magazine published annually.	120 000 copies.	240 000 copies.	360 000 copies.	480 000 copies.	480 000 copies.
GovComms supplement to *PSM* magazine.	40 000 copies produced annually (10 000 quarterly).	Number of *GovComms* produced annually.	40 000 copies produced.	80 000 copies produced.	120 000 copies produced.	160 000 copies produced.	160 000 copies produced.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Develop content and create platforms to grow the voice of government.							
Output	**Baseline**	**Performance indicator**	**Target**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Newsletter for public servants.	No baseline	Number of newsletters published annually.	12 electronic newsletters.	12 electronic newsletters.	12 electronic newsletters.	12 electronic newsletters.	12 electronic newsletters.
Official online presence of government and GCIS.	Started with enhancement of *Government Online* and government services content architecture, navigation and look and feel.	Comprehensive, accurate, current and usable websites conforming to best practice.	Once-off enhancement/ revamp of *Government Online* and services websites.	Quarterly assessment of usability and content of websites with a view to improvement and updating.	Quarterly assessment of usability and content of websites with a view to improvement and updating.	Quarterly assessment of usability and content of websites with a view to improvement and updating.	Quarterly assessment of usability and content of websites with a view to improvement and updating.
Web-related advice and support services to government web content managers.	Government web content managers supported on request.	Number of responses / support offered to web managers, based on requests for assistance.	10 responses / support offered to web managers, based on requests for assistance.	10 responses / support offered to web managers, based on requests for assistance.	10 responses / support offered to web managers, based on requests for assistance.	10 responses / support offered to web managers, based on requests for assistance.	10 responses / support offered to web managers, based on requests for assistance.
Use of social media platforms by GCIS.	Started with structured approach to social media. Some relevant platforms used.	Efficient use of social media to complement aligned government communications platforms.	Structured approach to social media developed. Relevant social media platforms used.	Relevant social media platforms used.	Relevant social media platforms used.	Relevant social media platforms used.	Relevant social media platforms used.
Providing comprehensive news feed, nationally and internationally as the official news agency of government.	Continuous coverage of government programmes and activities.	Daily news updates on key government programmes and activities.	Daily coverage of key government programmes and activities.	Providing a comprehensive news feed, nationally and internationally as the official news agency of government.	Continuous coverage of government programmes and activities.	Daily news updates on key government programmes and activities.	Daily news updates on key government programmes and activities.
Daily news updates on key government programmes and activities.	Daily news updates on key government programmes and activities.	Daily news updates on key government programmes and activities.	Daily news updates on key government programmes and activities.	Daily news updates on key government programmes and activities.	Daily news updates on key government programmes and activities.	Daily news updates on key government programmes and activities.	Daily news updates on key government programmes and activities.

Strategic objective 2: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system.							
Subprogramme objective: Provide efficient and effective marketing and distribution services for government.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Marketing services provided for government.	No baseline.	Number of successful marketing campaigns.	20 marketing services provided for government.	20 marketing services provided for government.	25 marketing services provided for government.	25 marketing services provided for government.	25 marketing services provided for government.
Distribution of GCIS produced products.	Five key distribution projects annually.	Number of distribution projects executed.	Execute 28 distribution projects.	Execute 30 distribution projects.	Execute 35 distribution projects.	Execute 40 distribution projects.	Execute 45 distribution projects.

Strategic objective 5: Projecting, defending and maintaining the image of government and that of the state.							
Subprogramme objective: Manage corporate identity for government.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Establishment and continuous improvement of a functional corporate identity management.	No baseline.	Implementation of a functional corporate identity management and control system based on findings of corporate identity audit.	One external corporate identity audit aimed at identifying existing systemic problems and providing a framework towards effective resolution.	One internal review of corporate identity aimed at ensuring alignment towards continuous improvement.	One internal review of corporate identity aimed at ensuring alignment towards continuous improvement.	One internal review of corporate identity aimed at ensuring alignment towards continuous improvement.	One internal review of corporate identity aimed at ensuring alignment towards continuous improvement.
Well-informed internal and external stakeholders.	No baseline.	Formal and structured communication of corporate identity policies and procedures to internal and external stakeholders.	Conduct four workshops structured to communicate corporate identity policies and procedures to internal and external stakeholders.	Conduct two workshops structured to communicate corporate identity policies and procedures to internal and external stakeholders.	Conduct one workshop structured to communicate corporate identity policies and procedures to internal and external stakeholders.	Conduct one workshop structured to communicate corporate identity policies and procedures to internal and external stakeholders.	Conduct one workshop structured to communicate corporate identity policies and procedures to internal and external stakeholders.

Strategic objective 5: Projecting, defending and maintaining the image of government and that of the state.							
Sub-programme objective: Manage corporate identity for government.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Professional advice on corporate identity queries to internal and external stakeholders.	Handle 40 requests for advice on corporate identity.	Work done in processing advice on corporate identity provided to internal and external stakeholders.	Handle 40 requests for advice on corporate identity.	Handle 40 requests for advice on corporate identity.	Handle 40 requests for advice on corporate identity.	Handle 40 requests for advice on corporate identity.	Handle 40 requests for advice on corporate identity.
Effective monitoring and control with respect to the application of corporate identity guidelines developed by government.	No baseline.	Formal check and approval of all media produced and services executed by the GCIS.	Quality control of 80 products and services executed by the GCIS.	Quality control of 80 products and services executed by the GCIS.	Quality control of 80 products and services executed by the GCIS.	Quality control of 80 products and services executed by the GCIS.	Quality control of 80 products and services executed by the GCIS.

Strategic objective 5: Projecting, defending and maintaining the image of government and that of the state.							
Subprogramme objective: Manage corporate identity for government.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Senior managers who are well-informed about government policy.	Three Public Sector Manager Forums.	Number of Public Sector Manager Forums.	Organise 11 Public Sector Manager Forums.	Organise 11 Public Sector Manager Forums.	Organise 11 Public Sector Manager Forums.	Organise 11 Public Sector Manager Forums.	Organise 11 Public Sector Manager Forums.

8.2.1 RESOURCE CONSIDERATIONS

PROGRAMME 2: COMMUNICATION AND CONTENT MANAGEMENT

Detail per sub-programme and economic classification	Outcome			Adjusted appropriation	Medium term estimates		
R thousand	**2008/09**	**2009/10**	**2010/11**	**2011/12**	**2012/13**	**2013/14**	**2014/15**
Sub-programmes							
Programme Management for Communication and Content Management	1 594	2 345	2 281	2 601	5 234	4 570	4 803
Policy and Research	26 623	34 436	33 032	33 886	34 954	36 793	39 147
Content and Writing	58 174	62 570	60 509	63 031	68 899	72 549	76 729
2010 Government Communication Project Management	11 743	14 194	7 463	-	-	-	-
Total	**98 134**	**113 545**	**103 285**	**99 518**	**109 087**	**113 912**	**120 679**
Change to 2011 Budget estimate				(156 641)	(161 946)	(169 538)	873
Economic classification							
Current payments	**97 536**	**113 199**	**101 814**	**99 176**	**108 194**	**113 058**	**119 783**
Compensation of employees	26 534	35 363	38 184	38 871	44 360	45 649	48 580
Goods and services	71 002	77 836	63 630	60 305	63 834	67 409	71 203
Computer services	7 284	9 461	9 886	5 127	2 848	3 008	3 170
Lease payments	127	724	972	1 062	1 120	1 183	1 247
Travel and subsistence	2 623	2 339	1 907	1 318	2 399	2 533	2 671
Operating expenditure	32 786	37 991	35 118	35 357	36 289	38 321	40 491
Payments for capital assets	**563**	**346**	**1 456**	**342**	**893**	**854**	**896**
Machinery and equipment	563	346	1 456	342	343	854	896
Software and other intangible assets of which:	-	-	-	-	550	-	-
Payments for financial assets	**35**	**-**	**15**	**-**	**-**	**-**	**-**
Total	**98 134**	**113 545**	**103 285**	**99 518**	**109 087**	**113 912**	**120 679**

8.2.2 EXPENDITURE TRENDS

Expenditure increased from R98,1 million in 2008/09 to R99,5 million in 2011/12, at an average annual rate of 0,5%, and is expected to increase to R120,7 million over the medium term, at an average annual rate of 6,6%. The bulk of the increase over the medium term is concentrated in spending on compensation of employees, and goods and services costs related to the increased print run of the *Vuk'uzenzele* newspaper and research projects related to public opinion on government activities. This is mainly reflected in the increased spending on operating expenses, and travel and subsistence costs incurred during the research conducted to ascertain public opinion. The programme receives an additional allocation of R2,5 million over the medium-term for improved conditions of service.

Repositioning the *Vuk'uzenzele* magazine as a monthly newspaper is expected to increase the production run from 10 million copies in 2008/09 to 21,4 million copies each year over the medium term. Each print run of *Vuk'uzenzele* as a glossy magazine used to cost R3,2 million. Once it has been converted to a monthly newspaper, each print run will cost much less, at R1,2 million. The programme has a budget of R4,3 million for consultants between 2012/13 and 2014/15, which is mainly for skills related to the translation and transcription of the *Vuk'uzenzele* newspaper and the South African Year Book publication.

8.2.3 RISK MANAGEMENT

Section 38(1) of the PFMA, 1999 (Act 1 of 1999), as amended and Section 3.2 of the Treasury regulations require the department to put in place a risk management system.

Strategic objective 2: Building people, products and process and a reliable knowledge base to ensure an effective government communication system.		
Strategic risk		Mitigation strategy
3.	**Cost cutting / static budget** The GCIS has a limited portfolio of government communication products. The need to grow the products and platforms has been identified but if there is cost cutting or the budget does not grow, the GCIS will not be able to grow the portfolio of products.	• Reprioritisation.
4.	**Lack of communications skills within the government-wide communication system** This has been identified as a perennial problem since the GCIS was established through the COMTASK team and in subsequent reviews.	• Conceptualise and implement a credit bearing government communication qualification.

8.3 PROGRAMME 3: GOVERNMENT AND STAKEHOLDER ENGAGEMENT

Programme purpose	Implementation of development communication through mediated and unmediated communication and sound stakeholder relations and partnerships.
Strategic objectives	Maintain and strengthen a well-functioning communication system that proactively informs and engages the publics.
Links to the strategic oriented-outcome goal	Ensure coherent, responsive and cost-effective communication services for all government programmes.
Links to outcome 12: Output 1: Suboutput 2	Access to government services.

The programme's functions are organised into the following four subprogrammes:

Provincial and Local Liaison (P&LL) ensures that the GCS is presented to the provinces for alignment. Funding will be used to procure various media channels, contracted human resources, platforms and materials to promote government messages to the public at local levels. The subprogramme is also responsible for promoting the Thusong Service Centres to the public, as well as ensuring that government departments send different print products and materials to these centres. The sub programme also coordinates government's PPP.

The Programme provides oversight responsibility to the **Media Development and Diversity Agency (MDDA)** and ensures that the transfer payments made to the public entity enables it to carry out operations in promoting local media development and diversity.

Cluster Supervision provides strategic cluster communication advice and support to departments. It also provides leadership on key cluster communication issues and campaigns. The cluster supervision subprogramme coordinates Cabinet cluster communications.

Media Engagement leads and drives interaction and communication between government and the media. Funding in this subprogramme will be used to ensure effective liaison between ministers and the media; manage on-going media-liaison services to government by ensuring they are providing government information; establish, strengthen and maintain working relationships with foreign and independent media; establish relations with South African missions and the Brand South Africa country managers with the view of disseminating government information and key targeted messages

Strategic objective 3: Maintain and strengthen a well-functioning communication system that proactively informs and engages the publics.							
Subprogramme objective : Set and influence adherence to government communication standards.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
A functional internal government communication system for public servants.	No clear internal communication processes in government.	Internal communication forum held.	Bi-annual internal communicators forums.	Bi-annual internal communicators forums.	Bi-annual internal communicators forums.	Bi-annual internal communicators forums.	Bi-annual internal communicators forums.

Strategic objective 3: Maintain and strengthen a well-functioning communication system that proactively informs and engages the publics.							
Sub-programme objective: Aligned messages across the three spheres of government to ensure coherence.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Use national, provincial and district communications forums as a platform for better planning and coordination of content.	Misalignment of government content across the three spheres of government.	Reports on presentations on government content at national, provincial and district communication forums.	Cascade government content to national, provincial and district forums.	Cascade government content to national, provincial and district forums.	Cascade government content to national, provincial and district forums.	Cascade government content to national, provincial and district forums.	Cascade government content to national, provincial and district forums.
Cluster communication strategies aligned to the Government Communication Strategy (GCS).	Misaligned cluster communication strategies to the GCS.	Number of cluster communication strategies aligned to the GCS. GCP aligned to GCS.	Developed cluster communication strategies. GCP aligned aligned to cluster communication strategies	Developed cluster communication strategies and GCP.	Developed cluster communication strategies and GCP.	Developed cluster communication strategies and GCP.	Developed cluster communication strategies and GCP.
Coherent cluster content development.	Uncoordinated cluster content.	Number of key messages, factsheets and frequently asked questions developed for coherence of messages across government. Content developed for coherence of messages across government.	16 cluster key messages, factsheets, frequently asked questions developed. strategies.	16 cluster key messages, factsheets, frequently asked questions developed.	16 cluster key messages, factsheets, frequently asked questions developed.	16 cluster key messages, factsheets, frequently asked questions developed.	16 cluster key messages, factsheets, frequently asked questions developed.

Strategic objective 3: Maintain and strengthen a well-functioning communication system that proactively informs and engages the publics.							
Subprogramme objective: Empowered citizenry on government policies, plans programmes and achievements.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Public have access to government information through different platforms.	2 970 development communication projects aligned to the GCP through various platforms such as community media, seminars, workshops, PPP, door-to-door, and TSCs.	Number of communication campaigns through various platforms such as community media, seminars, workshops, PPP, door-to-door, and TSCs.	2 460 communication campaigns.	2 460 communication campaigns.	2 460 communication campaigns.	2 460 communication campaigns.	2 460 communication campaigns.
	TSC Communication Strategy.	Number of reports of marketing events per TSC.	680 reports on the implementation of the annual marketing and communication plan.	680 reports on the implementation of the annual marketing and communication plan.	680 reports on the implementation of the annual marketing and communication plan.	680 reports on the implementation of the annual marketing and communication plan.	680 reports on the implementation of the annual marketing and communication plan.
	No historical information	Number of electronic *My District Today* newsletters produced.	44 *My District Today* newsletter.	44 *My District Today* newsletter.	44 *My District Today* newsletter.	44 *My District Today* newsletter.	44 *My District Today* newsletter.
	3 600 community and stakeholder liaison visits through distribution; environmental assessments; communication strategising; Thusong Forum meetings; and newsletters etc.	Number of community and stakeholder liaison visits through distribution; environmental assessments; communication strategising; Thusong Forum meetings; and newsletters etc.	3 280 community and stakeholder liaison visits.	3 280 community and stakeholder liaison visits.	3 280 community and stakeholder liaison visits.	3 280 community and stakeholder liaison visits.	3 280 community and stakeholder liaison visits.

Strategic objective 3: Maintain and strengthen a well-functioning communication system that proactively informs and engages the publics.							
Subprogramme objective: Empowered citizenry on government policies, plans programmes and achievements.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
	700 publications distributed.	Number of communication materials distributed annually.	1 million copies of communication materials distributed.	1 million copies of communication materials distributed.	1 million copies of communication materials distributed.	1 million copies of communication materials distributed.	1 million copies ofcommunication materials distributed.
	Uncoordinated PPP reporting system.	Reports on the PPP events a year.	Consolidate reports on the number of PPP events a year.	Consolidate reports on the number of PPP events a year.	Consolidate reports on the number of PPP events a year.	Consolidate reports on the number of PPP events a year.	Consolidate reports on the number of PPP events a year.

Strategic objective 3: Maintain and strengthen a well-functioning communication system that proactively informs and engages the publics.							
Subprogramme objective: Informed stakeholders that extend the reach of government communications effort.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Develop and entrench a strong partnership with key stakeholders.	Uncoordinated stakeholder management strategy.	Number of stakeholder engagement aligned to the key priorities.	10 stakeholder engagements.	10 stakeholder engagements.	10 stakeholder engagements.	10 stakeholder engagements.	10 stakeholder engagements.

Strategic objective 3: Maintain and strengthen a well-functioning communication system that proactively informs and engages the publics.							
Subprogramme objective: Provide strategic leadership and support in government communication by building, maintaining and improving relations with the media and driving the communication agenda.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Effectively communicated Cabinet decisions.	16 media briefings on Cabinet decisions when Cabinet is in session.	Number of media briefings and statements issued to reach grassroots communities in particular.	50 briefings and statements.	50 briefings and statements.	50 briefings and statements.	50 briefings and statements.	50 briefings and statements.
Engaged government communicators and alignment of key messages.	Organise and determine the content of the fortnightly meetings with communicators.	Number of meetings organised to track the implementation of recommendations from the daily rapid response meetings.	16 meetings.	16 meetings.	16 meetings.	16 meetings.	16 meetings.
Strategic platforms provided for government communicators to share best practices.	Three Government Communicators' Forum (GCFs) a year.	Identified strategic issues for discussion at the GCF.	Three GCF meetings a year.	Three GCF meetings a year.	Three GCF meetings a year.	Three GCF meetings a year.	Three GCF meetings a year.

Strategic objective 5: Projecting, defending and maintaining the image of government and that of the state.							
Subprogramme objective: Set and influence the media agenda through a robust, proactive and efficient rapid response system.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Effectively manage communication implications arising from media reports, i.e. rapid response.	Ineffective system to anticipate and address communication issues arising from the media environment.	Number of rapid response facilitated reports.	264 communication reports a year i.e. 24 per month for 11 months.	264 communication reports a year i.e. 24 per month for 11 months.	264 communication reports a year i.e. 24 per month for 11 months.	264 communication reports a year i.e. 24 per month for 11 months.	64 communication reports a year i.e. 24 per month for 11 months.
Strategic objective 3: Maintain and strengthen a well-functioning communication system that proactively informs and engages the publics.							
Subprogramme objective: Provide strategic leadership and support in government communication by building, maintaining and improving relations with the media and driving the communication agenda.							
Cluster media briefings.	Bi-annual cluster media briefings.	Facilitated the communication of the Government Programme of Action (PoA).	Twice a year, i.e. post-SoNA and post-July lekgotla	Twice a year, i.e. post-SoNA and post-July lekgotla.	Twice a year, i.e. post-SoNA and post-July lekgotla.	Twice a year, i.e. post-SoNA and post-July lekgotla.	Twice a year, i.e. post-SoNA and post-July lekgotla.
Supported the communications on the five priorities.	No baseline.	Developed and implemented a media plan for the communication of key programmes to popularise the five priorities.	Implemented the media plan once a month, i.e. planned communication of a minimum of one priority per month.	Implemented the media plan once a month, i.e. planned communication of a minimum of one priority per month.	Implemented the media plan once a month, i.e. planned communication of a minimum of one priority per month.	Implemented the media plan once a month, i.e. planned communication of a minimum of one priority per month.	Implemented the media plan once a month, i.e. planned communication of a minimum of one priority per month.

Strategic objective 3: Maintain and strengthen a well-functioning communication system that proactively informs and engages the public.							
Subprogramme objective Provide strategic leadership and support and support in government communication by building, maintaining and improving ralations with the media and driving the communications agenda.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Government engaged with South African National Editor's Forum (Sanef), Foreign Correspondents' Association (FCA) and Press Gallery Association (PGA) in planned activities.	A meeting between the CEO and Sanef and a meeting between the CEO, Minister and Sanef.	Planned strategic engagements between government leaders and Sanef, FCA and PGA followed up on issues raised by the parties at previous meetings.	Annual meetings per forum.	Annual meetings per forum.	Annual meetings per forum.	Annual meetings per forum.	Annual meetings per forum.
	Ad hoc engagements between government communicators and senior journalists.	Planned engagements between government communicators and senior journalists.	Bi-annual and planned engagements between government communicators and senior journalists.	Bi-annual planned engagements between government communicators and senior journalists.	Bi-annual and planned engagements between government communicators and senior journalists.	Bi-annual and planned engagements between government communicators and senior journalists.	Bi-annual and planned engagements between government communicators and senior journalists.
Regular media engagements facilitated, e.g. media briefings, statements, opinion pieces letters to the editors, etc.	140 media engagement a year.	Number of media engagements implemented annually.	80 media engagement a year.	80 media engagement a year.	80 media engagement a year.	80 media engagement a year.	80 media engagement a year.
Communication implications from Parliamentary questions managed effectively.	Ineffective system to address communication implications of Parliamentary questions.	Existence of an effective system to address communication implications of Parliamentary questions.	Establish a system for identifying communication implications of Parliamentary questions.	Maintain and improve the system for identifying the communication implications of Parliamentary questions.	Maintain and improve the system for identifying the communication implications of Parliamentary questions.	Maintain and improve the system for identifying the communication implications of Parliamentary questions.	Maintain and improve the system for identifying the communication implications of Parliamentary questions.

8.3.1 RESOURCE CONSIDERATIONS

PROGRAMME 3: GOVERNMENT AND STAKEHOLDER ENGAGEMENT

Detail per sub-programme and economic classification	Outcome			Adjusted appropriation	Medium term estimates		
Rand thousand	**2008/09**	**2009/10**	**2010/11**	**2011/12**	**2012/13**	**2013/14**	**2014/15**
Sub-programmes							
Programme Management for Government and Stakeholder Engagement	1 373	1 608	1 596	3 562	10 733	11 281	11 858
Provincial and Local Liaison	55 579	62 075	69 503	83 115	75 180	73 972	78 141
Media Engagement	7 581	11 830	9 651	8 043	10 611	11 317	11 905
Media Development and Diversity Agency	14 558	16 592	17 265	19 115	20 000	21 000	22 260
Total	**79 091**	**92 105**	**98 015**	**113 835**	**116 524**	**117 570**	**124 164**
Change to 2011 Budget estimate				15 259	14 569	9 130	1 406
Economic classification							
Current payments	63 720	74 751	79 744	94 225	95 745	95 750	101 041
Compensation of employees	43 872	51 493	55 301	64 563	64 772	68 639	72 322
Goods and services	19 848	23 258	24 443	29 662	30 973	27 111	28 719
Computer services	9	-	9	-	15	16	17
Lease payments	211	251	263	364	402	424	445
Travel and subsistence	9 438	8 766	9 502	9 523	10 445	11 030	11 755
Operating expenditure	566	780	745	1 670	2 187	2 309	2 434
Transfers and subsidies	14 758	16 763	17 409	19 115	20 000	21 000	22 260
Departmental agencies and accounts	14 558	16 592	17 265	19 115	20 000	21 000	22 260
Households	200	171	144	-	-	-	-
Payments for capital assets	567	487	705	495	779	820	863
Machinery and equipment	567	487	705	495	779	820	863
Payments for financial assets							
	46	104	157	-	-	-	-
Total	**79 091**	**92 105**	**98 015**	**113 835**	**116 524**	**117 570**	**124 164**
Check: Programmes less Economic classification	-	-	-	-	-	-	-

DETAILS OF SELECTED TRANSFERS AND SUBSIDIES

Receipts Rand thousand	Outcome			Adjusted appropriation	Medium-term estimates		
R thousand	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	14 558	**16 592**	**17 265**	**19 115**	**20 000**	**21 000**	**22 260**
Media Development and Diversity Agency	14 558	16 592	17 265	19115	20 000	21 000	22 260
Households social benefits							
Employee social benefits	200	171	144	-	-	-	-
Total	**14 758**	**16 763**	**17 409**	**19 115**	**20 000**	**21 000**	**22 260**

8.3.2 EXPENDITURE TRENDS

Expenditure increased from R79, 1 million in 2008/09 to R113,8 million in 2011/12 at an average annual rate of 12,9%, mainly due to the incorporation of the Media Engagement subprogramme from the Communication and Content Management Programme into the Government and Stakeholder Engagement Programme in 2011/12 as a result of an organisational review.

Expenditure is expected to increase over the medium term to R124,2 million at an average annual rate of 2,9% mainly in spending on compensation of employees and the transfer payment to the Media Development and Diversity Agency. An additional R4 million is allocated to this programme over the medium term for improved conditions of service.

The budget allocation for TSCs will be cancelled from 2013/14. It is expected that the cleaning up of the first generation TSCs should be finalised by the end of 2012/13. To aid in the provision of government services, it is planned that marketing the services of TSCs from 2012/13 will be intensified.

8.3.3 RISK MANAGEMENT

Section 38(1) of the PFMA, 1999 (Act 1 of 1999), as amended and Section 3.2 of the Treasury regulations require the department to put in place a risk management system.

Strategic objective 3: A well-functioning communication system that proactively informs and engages the public.		
Strategic risk		**Mitigation strategy**
5.	Government is not aware of the number of PPP events undertaken by political principals according to the set target of at least 10 PPPs a year per principal.	• Continuously remind political principals of their commitment to engage the public at least 10 times a year. • Compile status reports on the events undertaken by each political principal to the Minister: Performance Monitoring and Evaluation.
6.	Implement and monitor the communication strategy for the TSC programme.	• Monitor, evaluate and review the implementation of the TSC communication strategy.

8.4 PROGRAMME 4: COMMUNICATION SERVICE AGENCY

Programme purpose	Provide media bulk-buying services and media production for the entire national government.
Strategic objective	An efficient and effective production, media bulk-buying and advertising agency for government.
Links to the strategic oriented-outcome goal	Coherent, responsive and cost effective communication services for all government programmes.

The programme's functions are organised into the following two subprogrammes:

- **Media Production**: the subprogramme produces graphic designs, videos, photographs and radio programmes in support of government communication programmes.
- **Media Bulk-Buying**: the subprogramme provides media buying expertise to government communication programmes, to the GCIS and other government departments.

Strategic objective 4: Provide an efficient and effective production, media bulk-buying and advertising agency for government.							
Subprogramme objective: Provide cost-effective media bulk-buying services for government.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Media buying services provided for government.	Media buying services provided for 140 campaigns annually.	Number of successful media buying campaigns implemented.	150 media buying campaigns.	160 media buying campaigns.	160 media buying campaigns.	160 media buying campaigns.	160 media buying campaigns.

Strategic objective 4: Provide an efficient and effective production, media bulk-buying and advertising agency for government.							
Subprogramme objective: Provide cost-effective and efficient electronic media products and services for government.							
Output	**Baseline**	**Performance indicator**	**Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Product development services provided for government.	1 857 products and services delivered.	Number of products developed.	1 900 products developed.	2 000 products developed.	2 100 products developed.	2 200 products developed.	2 200 products developed.
Video archives available digitally.	No baseline.	Number of hours digitised.	3 000 hours digitised.	3 000 hours digitised.	3 000 hours digitised.	1 000 hours digitised. Completion of project.	Nil.
Ability to broadcast via satellite acquired.	No baseline.	Ability to broadcast via satellite.	Develop project proposal.	Full implementation of satellite broadcasting.	Full implementation of satellite broadcasting.	Full implementation of satellite broadcasting.	Full implementation of satellite broadcasting.

8.4.1 RESOURCE CONSIDERATIONS

PROGRAMME 4: COMMUNICATION SERVICE AGENCY

Detail per subprogramme and economic classification	Outcome			Adjusted appro-priation	Medium term estimates		
Rand thousand	**2008/09**	**2009/10**	**2010/11**	**2011/12**	**2012/13**	**2013/14**	**2014/15**
Subprogrammes							
Marketing, Advertising and Media Buying	24 615	33 484	46 456	11 324	13 250	13 942	14 820
Media Production	12 369	14 823	15 163	17 148	19 395	20 411	21 631
Total	36 984	48 307	61 619	28 472	32 645	34 353	36 451
Change to 2011 Budget estimate		-	2 166	1 438	519		
Economic classification							
Current payments	**36 270**	**47 839**	**60 672**	**27 213**	**31 469**	**33 118**	**35 154**
Compensation of employees	10 443	12 225	13 757	15 637	18 977	19 926	21 222
Goods and services	25 827	35 614	46 915	11 576	12 492	13 192	13 932
Computer services							
Consultants and professional services:							
Business and advisory services	526	699	264	85	90	95	100
	541	43	-	2	-	-	-
Lease payments	45	43	39	59	183	193	203
Travel and subsistence	2 326	2 230	3 680	4 526	4 293	4 535	4 799
Operating expenditure	303	539	400	48	154	163	172
Transfers and subsidies	42	58	-	-	-	-	-
Households	42	58	-	-	-	-	-
Payments for capital assets	654	398	939	1 259	1 176	1 235	1 297
Machinery and equipment	654	346	939	899	1 000	1 049	1 111
Software and other intangible assets	-	52	-	360	176	186	186
Payments for financial assets	18	12	8	-	-	-	-
Total	**36 984**	**48 307**	**61 619**	**28 472**	**32 645**	**34 353**	**36 451**
Check: Programmes less Economic classification	-	-	-	-	-	-	-

DETAILS OF SELECTED TRANSFERS AND SUBSIDIES3

Recipient	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Outcome			Adjusted appropri-ation	Medium term estimates		
Rand thousand							
Employee social benefits	0.0	0.1	-	-	-	-	-
Equitable shares and direct conditional grants							
Total	**0.0**	**0.1**	**-**	**-**	**-**	**-**	**-**

8.4.2 EXPENDITURE TRENDS

Expenditure decreased from R37 million in 2008/09 to R28,5 million in 2011/12 at an average annual rate of 8,3% mainly due to the cancellation of the energy efficiency campaign in 2010/11 and communication programme in previous years. Expenditure is expected to increase over the medium term to R36,5 million at an average annual rate of 8,6% due to allocations for improved conditions of service and inflation related adjustments.

This programme receives an additional allocation of R1,3 million for the improvement of conditions to service.

The increase in spending on goods and services between 2011/12 and 2014/15 is mainly in advertising in line with projections for inflation, and for training and development for the training of officials in video and photographic software.

8.4.3 RISK MANAGEMENT

Section 38(1) of the PFMA, 1999 (Act 1 of 1999), as amended and Section 3.2 of the National Treasury regulations
require the department to put in place a risk management system.

Strategic objective 4: Provide an efficient and effective production, media bulk-buying and advertising agency for government.		
Strategic risk		**Mitigation strategy**
7.	**Lack of buy-in from departments** Resistance by departments to implement the Cabinet memo centralising government media bulk-buying to GCIS can undermine the rationale behind centralising media buying.	• Recruit skilled personnel that would offer an efficient and effective service to client departments. • Implement an accounts management system.

PART C: LINKS TO OTHER PLANS

9. PUBLIC ENTITIES

The MDDA prepares and tables its strategic plans in Parliament separately and is managed by the GCIS as the responsible department through accountability arrangements (frameworks) developed and approved by the Executive Authority and the public entities' accounting authorities. Chief executive officer, accountable to the Board of Directors, head-up the MDDA.

9.1 MEDIA DEVELOPMENT AND DIVERSITY AGENCY

The MDDA was set up in terms of the MDDA Act, 2002 (Act 14 of 2002) to enable historically disadvantaged communities and individuals to gain access to the media. The mandate of the agency is to create an enabling environment for media development and diversity, which reflects the needs and aspirations of all South Africans; redress the exclusion and marginalisation of disadvantaged communities and people from access to the media and the media industry; and promote media development and diversity by providing support primarily to community and small commercial media projects. The overall objective of the MDDA is to ensure that all citizens can access information in a language of their choice and to transform media access, ownership and control patterns in South Africa. The transfer of payment by the GCIS for 2011/12 was R 19 115 000.

PROGRAMMES

Grant funding: promotes and strengthens the small commercial and community media sector by preparing calls for applications; conducting project assessment and submitting project assessment reports; selecting projects for board approval; and entering into grant agreements, disbursing grants and preparing reports on grant funding activity.

Advocacy for media development and diversity contributes to improving the operating environment of community and small commercial media sectors by developing a strategy to increase revenue for these sectors, and engaging and mobilising support.

Fundraising and resource mobilisation strengthens, grows and protects the agency's capital funding and resource base by increasing the level of transfers from the agency's funders; increasing and maintaining funding revenue streams; and implementing the agency's fund development strategy and plan.

Communication and public awareness enhances and positions the agency as a leader in media development and diversity by targeting mainstream media; publishing the outcomes of the perception survey; maximising awareness of the agency's brand; and strengthening the agency's presence at provincial level. The unit has a staff complement of two.

Stakeholder management strengthens relations with the agency's contractual and non-contractual stakeholders by developing partnerships with academic institutions and the South African Broadcasting Corporation, and developing and setting up summits/forums with advertising companies to promote small commercial media.

SELECTED PERFORMANCE INDICATORS

Table B 1 Media Development Diversity Agency

Indicator	Programme/ Activity/ Objective	Past			Current	Projections		
		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number of community media projects a year.	Grant funding.	21	16	28	29	32	18	19
Number of small commercial media projects a year.	Grant funding.	11	8	20	19	21	12	12
Number of research and training projects undertaken a year.	Research, knowledge management monitoring and evaluation.	25	6	30	30	32	9	8
Number of seminars, media summits conducted in all provinces.	Advocacy for media development and diversity.	12	12	12	12	13	13	11
Number of programming and production projects a year.	Quality programming and production in community broadcasting sector.	–	7	5	7	9	7	5

LIST OF ACRONYMS

Abbreviations	
APP	Annual Performance Plan
ATR	Annual Training Report
Comtask	The Task Group on Government Communications
EE	Employment equity
EPMDS	Employee Performance Management and Development System
FCA	Foreign Correspondents' Association
GCF	Government Communicators' Forum
GCIS	Government Communication and Information System
GCP	Government Communication Programme
GCS	Government Communication Strategy
HCT	HIV Counselling and Testing
HRD	Human-Resource Development
HRM	Human-Resource Management
ICT	Information and communication technology
IM&T	Information Management and Technology
IRC	Information Resource Centre
KM	Knowledge Management
MDDA	Media Development and Diversity Agency
MTEF	Medium Term Expenditure Framework
OPSC	Office of the Public Service Commission
Palama	Public Administration Leadership and Management Academy
PGA	Press Gallery Association
PoA	Programme of Action
PPP	Public Participation Programme
QMR	Quarterly Monitoring Report
Sanef	South African National Editors' Forum
SDIP	Service-delivery improvement plan
SoNA	State of the Nation Address
TAU	Technical Assistance Unit
TSC	Thusong Service Centre
WSP	Workplace skills plan

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