

Government Communication and Information System

# ANNUAL PERFORMANCE PLAN

MEDIUM-TERM PERIOD 2022/23-2024/25

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT



government  
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Department:  
Government Communication and Information System  
REPUBLIC OF SOUTH AFRICA

STAY  
SAFE

VACCINATE TO SAVE SOUTH AFRICA

TOGETHER WE CAN BEAT CORONAVIRUS







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MEDIUM-TERM PERIOD 2022/23-2024/25

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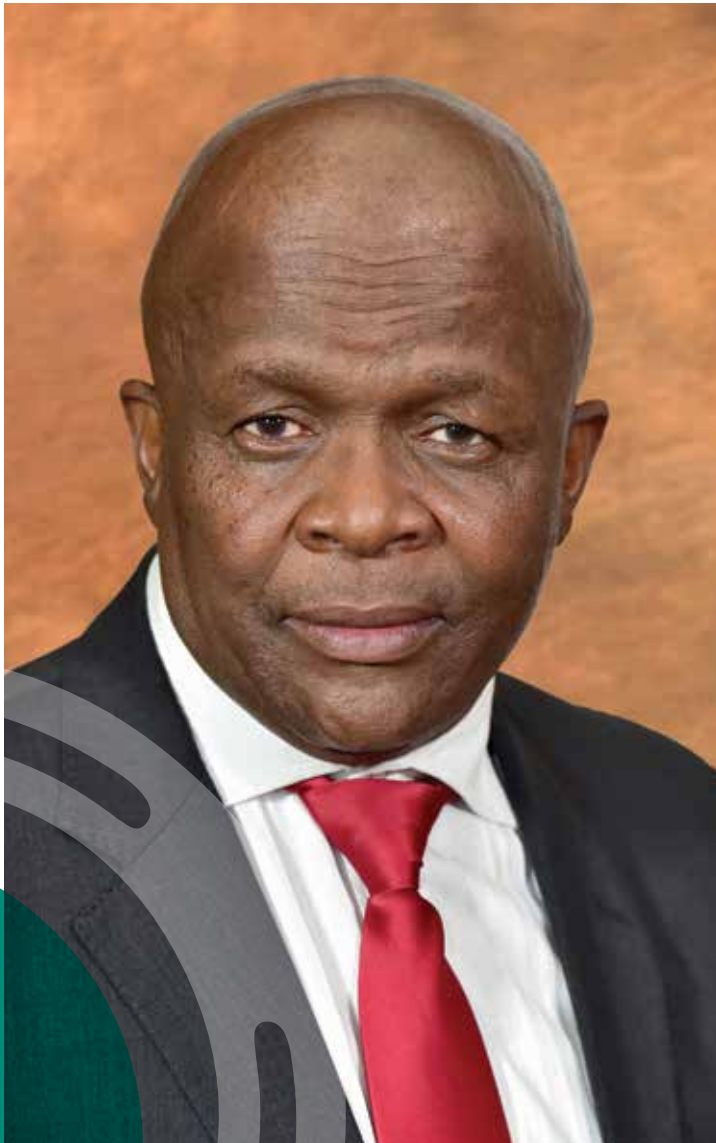
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# EXECUTIVE STATEMENT BY THE MINISTER IN THE PRESIDENCY



During the past two years of dealing with the Coronavirus Disease (COVID-19) pandemic, our nation has demonstrated that there is no challenge too big that we cannot overcome when we stand together. We proved wrong the naysayers who predicted our country would buckle under the burden of the virus.

We rallied as one nation in our fight against the unprecedented global pandemic to emerge stronger. Today the inspiring words President Cyril Ramaphosa shared at the height of the pandemic continue to ring true.

“This crisis will not debilitate our nation. In how we have responded, we have affirmed the true character of our nationhood. It is strong, it is resilient and, above all, it is rooted in solidarity,” said the President.

The trajectory of the pandemic and the levels of vaccination point to the likelihood that we have surpassed the worst of the virus. We now know enough about the virus to safely return to everyday social and economic activities. We also know what we need to do as a nation should new waves or strains of infection arise.

It is now time to once again pull together in the same spirit we used to fight the virus to rebuild our economy and society. Our focus remains on the national COVID-19 vaccination roll-out programme, and on mobilising all sectors of society around our economic reconstruction and recovery.

We are also committed to driving economic reforms aimed at inclusive growth and job creation, and decisively dealing with the twin objectives of fighting corruption and building the capability of the State. This is not going to be an easy endeavour and will take a coordinated effort from all sectors of society. We therefore need all South Africans to partner with government to bring solutions for our most pressing challenges.

The 2022/23-2024/25 Annual Performance Plan (APP) that we have set forth draws all South Africans in our nation’s recovery by providing them with accurate and timely government information.

We aim to use communication as a tool to support the plans and programmes of government not only towards our recovery and to improve the performance of government. The GCIS’s well-established products, platforms and services will be availed so that South Africans can get the information they require.

Through the various programmes we have detailed in this APP, we seek to expand government’s communication to enhance access to information that enables the public to participate in the country’s transformation and in bettering their own lives.

This is in line with our constitutional imperative as we are mandated in terms of Section 195(g) of the Constitution of the Republic of South Africa of



1996, to ensure that South Africans are provided with information that is timely, accurate and importantly, accessible so that they can live their best lives.

We will use the power of communication to support the implementation of the Economic Reconstruction and Recovery Plan (ERRP) to drive job creation and the economy by providing information on how citizens can access government support programmes and economic opportunities in a post-COVID-19 environment.

We are confident that our interventions will draw South Africans in a united push to reignite growth and create jobs. In profiling support measures of the ERRP, we aim to bring more of our people into the productive sectors of the economy.

A key thrust of this APP is to build partnerships, as we understand that on our own we cannot reach all the over 60 million South Africans. The GCIS will foster strong communication partnerships across the government, business, civil society and the media to take our message of reconstruction and recovery to all South Africans. We see partnerships as crucial in drawing all South Africans to be part of our nation's solutions.

Through partnerships, we also pool our resources so that we can do more, strengthen our approach to our most pressing challenges and create more opportunities for South Africans.

A key tenet of fostering successful partnerships is frank communication that accompanies engagements with business and social partners. The GCIS is committed to this open approach and where areas prove challenging we will honestly engage with our partners and encourage them to do the same.

All our efforts to reinvigorate our economy will mean little if we cannot protect ourselves from future strains of COVID-19 infections. We will continue to encourage the public about the massive vaccination programme that is being rolled out across the country.

Communication is central to this task and we will continue to raise awareness, change perceptions and encourage all eligible people living in South Africa to get vaccinated against COVID-19.

In spreading the vaccine message, we will affirm the responsibility of citizens to protect themselves through vaccination and everyday preventative measures. The department will also use this opportunity to call on all stakeholders and citizens to help heal, grow and build our country again.

The fight against social ills such as corruption, gender-based violence and femicide (GBVF), gangsterism and drug abuse has become ever more pressing. Through behavioural change communication that influences the practices and attitudes of individuals, families and communities, we can facilitate wider social change.

Our communication in tandem with the new era of accountability, highlighted by government's stance against corruption and the work of the commissions of inquiry established by President Ramaphosa presents an opportunity to redouble our efforts in the fight against corruption and the practice of integrity in all areas across society.

The GCIS will use its unique Government Segmentation Model (GSM) to ensure that government's messages reach the intended audience. Through the model, we are able to understand the needs of the various audiences that receive government information and services.

The GCIS will also provide support in conceptualising campaigns, developing communication strategies, content development, information dissemination and stakeholder engagement. Our support is guided by research undertaken by the GCIS that allows communication to be relevant and accurate to meet specific information needs and respond to areas of concern.

At the heart of our efforts, we endeavour to listen and respond to the concerns of South Africans through our development communication programmes. These include community radio talk shows, and mall and taxi rank activations. We will also take information directly to the doorstep of our communities through our door-to-door outreach campaigns.

Our government-owned flagship *Vuk'uzenzele* newspaper that reaches out to communities in the far-flung rural areas will support these communication programmes. In addition, the weekly *My District Today* newsletter will disseminate information that empowers South Africans to participate in government programmes.

As the department implements this 2022/23-2024/25 APP, I am confident that it will raise awareness, change perceptions, encourage behavioural change and draw all sectors of society to become active participants in defining our future.



**Mr Mondli Gungubele, MP**  
Minister in The Presidency  
Date: 30 March 2022

# AMAZWI KANGQONGQOSHE OKWENDLALELA UHLELO LONYAKA LOKUSEBENZA (I-APP)

Kule minyaka emibili edlule lapho besibhekene khona nobhubhane lwe-*COVID-19*, isizwe sethu sibonisile ukuthi ayikho neze inselele engaphezu kwamandla aso futhi esingeke sayinqoba uma sibumbene futhi sisebenza ngokubambisana. Sikwazile ukubabonisa ukuthi singanqoba futhi siphumelele abagxeki nongoma uyayona ababeqagula ukuthi izwe lethu lizofadalala ngenxa yomthwalo omkhulukazi wegcwane ophezu kwamahlombe alo.

Sihlanganile futhi sabumbana njengesizwe esisodwa empini yethu yokulwisana nobhubhane lomhlaba wonke obelungakaze lubonakale ngaphambilini ukuze siphume kulokhu sinamandla kakhulu futhi siqinile kunakuqala. Namuhla ayaqhubeka nokuzwakala eyiqiniso amazwi kaMongameli u-Cyril Ramaphosa akhuthazayo awakhuluma esikhathini lapho labe lidlange kakhulu igciwane.

“Lesi simo esibucayi esibhekene naso ngeke neze sisithene amandla isizwe sakithi. Indlela esibhekane ngayo nalesi simo ibubonisile ubunjalo bethu boqobo njengesizwe. Thina siyisizwe esiqinile, esikwaziyo ukumelana nezimo ezinzima futhi ngaphezu kwakho konke esisekelwe phezu kobumbano nobambiswano,” kwasho uMongameli.

Umgudu wokuhamba nokuqhubeka kobhubhane kanye namazinga okugonywa kwabantu kukhombisa ukuthi kungenzeka ukuthi sesidlulile esigabeni esibi kakhulu segciwane. Manje sesinolwazi olwanele

mayelana negciwane kangangokuthi sesingabuyela ngokuphepha emisebenzini yansukuzonke ephathelene nezenhlalo kanye nezomnotho. Futhi njengesizwe sesiyazi ukuthi yini okumele siyenze uma kwenzeka kuqubuka amahlandla amasha noma izinhlobo ezintsha zegciwane.

Manje sekuyisikhathi sokuba sibambane ngezandla, sisebenzisane ngomoya nomdlandla ofanayo esiwusebenzisile ukulwisana negciwane ukuze sakhe kabusha umnotho kanye nomphakathi wethu. Sisalokhu sigxile kakhulu ohlelweni lukazwelonke lokunikeza abantu umgomo we-*COVID-19* kanye nokugqugqezela yonke imikhakha yomphakathi ohlelweni lokwakha kabusha nokuvuselela umnotho.



Sizibophezele futhi ekuletheni izinguquko kwezomnotho okuhloswe ngazo ukuletha ukukhula okubandakanyayo kanye nokwakha amathuba omsebenzi, futhi sibhekane ngqo nezinjongo ezimbili okuwukulwisana nenkohlakalo kanye nokwakha uMbuso onamandla nekhono lokusebenza ngendlela efanele. Ukwenza lokhu ngeke neze kube yinto elula futhi kuyokwenzeka kuphela uma yonke imikhakha yomphakathi ibambana ngezandla isebenzisane ngendlela ehambelanayo. Ngakho-ke sidinga ukuthi bonke abantu baseNingizimu Afrika babambisane nohulumeni ekuqhamukeni nezisombululo ezinkingeni zethu ezisicindezelayo kakhulu ezidinga ukuxazululwa ngokuphuthumayo.

I-APP yowezi 2022/23-2024/25 esiqhamuke nayo ibandakanya bonke abantu baseNingizimu Afrika ekuvuselelweni kwesizwe sethu ngokuthi ibahlinzeke ngolwazi lukahulumeni olunembayo futhi oluhlinzekwa ngesikhathi.

Sihlose ukusebenzisa ukuxhumana nokuhlinzekwa kolwazi njengethuluzi lokweseka izinhlelo zikahulumeni, hhayi nje kuphela ukuqinisekisa ukuvuselelwa kwesizwe sethu nokuthuthukisa ukusebenza kukahulumeni. Abantu baseNingizimu Afrika bazokwazi ukufinyelela emikhizweni, ezinkundleni kanye nezinsizakalo zoPhiko LukaHulumeni Lwezokuxhumana Nokuhlinzeka Ngolwazi (i-GCIS) ezaziwayo ezinohlonze ukuze bathole ulwazi abaludingayo.

Ngokusebenzisa izinhlelo ezihlukahlukene okuchazwe ngazo kabanzi kule-APP sihlose ukwelula ukuxhumana nokuhlinzekwa kolwazi lukahulumeni ukuze sithuthukise ukufinyelela olwazini oluzokwenza ukuthi umphakathi ukwazi ukubamba iqhaza ekulethweni koguquko ezweni futhi kwenziwe ngcono nezimpilo zawo.

Lokhu kuhambisana nesibopho sethu somthethosisekelo njengoba ngokweSigaba 195(g) soMthethosisekelo weRiphabhulikhi yaseNingizimu Afrika we-1996 setheweswe umsebenzi wokuqinisekisa ukuthi abantu baseNingizimu Afrika bahlinzekwa ngolwazi olutholakala ngesikhathi, olunembayo futhi okubaluleke kakhulu okuwulwazi olufinyelelekayo ukuze bakwazi ukuphila izimpilo zabo ngangokusemandleni abo onke.

Sizosebenzisa amandla okuxhumana ukweseka ukuqaliswa koHlelo Lokwakhiwa Nokuvuselelwa Komnotho (i-ERRP) ukuze sikhuthaze ukwakhiwa kwamathuba omsebenzi nokuvuselelwa komnotho ngokuhlinzeka ngolwazi lokuthi izakhamuzi zingafinyelela kanjani ezinhlelweni zosizo lukahulumeni kanye namathuba ezomnotho esimweni nesikhathi esilandela ukudlula kwe-*COVID-19*.

Siyethemba ukuthi izinhlelo zethu zokungenelela zizokwazi ukubandakanya abantu baseNingizimu Afrika emzameni obumbene wokuvuselela ukukhula komnotho nokwakhiwa kwamathuba omsebenzi. Ngokwazisa nokuhlinzeka ngolwazi oluphathelele nezinyathelo zokweseka ze-ERRP, sihlose ukufaka abantu bakithi abathe xaxa emikhakheni yomnotho yoqobo ekhiqizayo.

Into engumongo egxile kuyona le-APP wukwakha ubambiswano, njengoba sikuqonda kahle kamhlophe ukuthi uma sisodwa ngeke sikwazi ukufinyelela

kubantu baseNingizimu Afrika abangaphezu kwezigidi ezingama-60. I-GCIS izokhuthaza ubambiswano oluqinile lwezokuxhumana kuhulumeni, amabhizinisi, izinhlelo zomphakathi wonkana kanye nabezindaba ukuze sikwazi ukuhambisa umyalezo wethu wokwakha kabusha nokuvuselela umnotho kubo bonke abantu baseNingizimu Afrika.

Ubambiswano silubona njengento esemqoka ekubandakanyeni bonke abantu baseNingizimu Afrika ukuze babe yingxenywe yezisombululo zezwe lethu. Ngokusebenzisa ubambiswano sihlanganisa futhi nezinsiza zethu ukuze sikwazi ukwenza okuthe xaxa, siqinise indlela-kusebenza yethu yokubhekana nezinsalele zethu eziphuthumayo futhi sivulele abantu baseNingizimu Afrika amathuba engeziwe.

Umgomo osemqoka kakhulu ekukhuthazeni nokwakha ubambiswano oluyimpumelelo wukuxhumana okuqondile futhi okunobuqotho okuhambisana nokusebenzisana nokubambisana namabhizinisi kanye nezinhlelo zomphakathi wonkana esibambisene nazo. I-GCIS izibophezele kule ndlela yokwenza izinto evulelekile, futhi lapho sihlangebezana nezinsalele, sizobonisana futhi sisebenzisane ngobuqotho nalabo esibambisene nabo futhi sibakhuthaze nabo ukuba benze okufanayo.

Yonke imizamo yethu yokuvuselela umnotho wethu izoba yize leze uma singeke sikwazi ukuzivikela kwizinhlelo ze-*COVID-19* okungenzeka zisihlasele esikhathini esizayo. Sizohubeka nokukhuthaza umphakathi maqondana nohlelo olukhulukazi lokugoma oluqhutshwayo ezweni lonkana.

Ukuxhumana nokuhlinzekwa kolwazi kungumongo walo msebenzi futhi sizohubeka nokuqwashisa abantu, siguqule indlela ababona ngayo izinto futhi



sibakhuthaze bonke abantu abafanelekile abahlala eNingizimu Afrika ukuba baphume bayogomela i-*COVID-19*.

Ngokusabalalisa umyalezo womgomo, sizoqinisekisa futhi sigcizelele isibopho sezakhamuzi sokuzivikela ngokuthi ziphume ziyogonywa futhi zisebenzise izinyathelo zokuzivikela nsukuzonke. Umnyango uzosebenzisa leli thuba futhi ukunxusa bonke ababambiqhaza nalabo abathintekayo kanye nezakhamuzi ukuba balekelele futhi ekuphiliseni, ukukhulisa kanye nokwakha isizwe sethu.

Impi yokulwisana nezinto ezimbi ezenzekayo emphakathini njengenkohlakalo, udlame olubhekiswe kwabobulili obuthile, ubugelekeqe kanye nokuxhashazwa kwezidakamizwa sekuyinto ephuthumayo kakhulu kunakuqala. Ngokusebenzisa ukuxhumana okuguqula indlela abaziphatha ngayo abantu futhi okuguqula izezo kanye nesimo sengqondo nendlela-kubuka yomuntu ngamunye, nemindeni kanye nemiphakathi, singaphumelela ekuletheni uguquko olubanzi kwinhlobo yomphakathi.

Ukuxhumana kwethu okuhambisana nesikhathi esisha sokuphendula, esigcizelelwa wukuzibophezela kukahulumeni ekulwisaneni nenkohlakalo kanye nomsebenzi wekhomishana yopheno eyasungulwa nguMongameli u-Ramaphosa, kuhlinzeka ngethuba lokuphindaphinda imizamo yethu empini yokulwisana nenkohlakalo futhi kusetshenzwe ngobuqotho kuyo yonke imikhakha yomphakathi.

I-GCIS izosebenzisa uhlelo lwayo oluyingqayizivele i-*Government Segmentation Model* ukuqinisekisa ukuthi umyalezo kahulumeni uyafinyelela kulabo okuhloswe ukuthi ufinyelele kubona. Ngokusebenzisa lolu hlelo, siyakwazi ukuqonda izidingo zabantu abahlukahlukene esihlose ukufinyelela kubona abathola ulwazi nezinsizakalo zikahulumeni.

Futhi i-GCIS izohlinzeka ngosizo lokweseka imikhankaso yokwakhiwa kwemiqondo-ngqangi yokuhlinzeka ngolwazi, ukwakhiwa kwamaqhingasu ezokuxhumana, ukwakhiwa kolwazi oluzohlinzekwa, ukusatshalaliswa kolwazi kanye nokubonisana nokusebenzisana nababambiqhaza kanye nalabo abathintekayo.

Uziso esihlinzeka ngalo luholwa futhi luqondiswe wucwaningo olwenziwa yi-GCIS olwenza ukuthi ulwazi oluhlinzekwayo kube wulwazi olufanelekile futhi olunembayo oluzokwazi ukuhlangabezana nezidingo-ngqo ezithile zolwazi futhi lukwazi ukusabela kulezo zinto ezidala ukukhathazeka.

Into engumongo emizamweni yethu wukuthi siyazama ukulalela futhi siphendule kulokho okukhathaza abantu baseNingizimu Afrika ngokusebenzisa izinhlelo zethu zokuxhumana okuthuthukisayo. Lokhu kubandakanya izinhlelo zokuxoxisana nokufakana imilomo ezisakazwa emisakazweni yomphakathi, kanye nemikhankaso yokuqwashiswa nokuhlinzekwa kwabantu ngolwazi ezikhungweni ezinenxanxathela yezitolo kanye nasemarenki amatekisi.

Ulwazi sizoluhambisa futhi ngqo emiphakathini yethu ngokuthi senze imikhankaso yokuhlinzeka ngolwazi lapho sizovakashela khona umuzi nomuzi. Iphephandaba lethu elingungqaphambili i-*Vuk'uzenzele* okuhloswe ngalo ukufinyelela nakubantu abasemiphakathini esemajukujukwini ezindaweni zasemakhaya lizozeseka lezi zinhlelo zokuxhumana nokuhlinzeka ngolwazi.

Ngaphezu kwalokho, incwajana yezindaba i-*My District Today* ekhishwa njalo ngeviki izohlinzeka futhi isabalalise ulwazi oluzocija futhi luhlomise abantu baseNingizimu Afrika ukuba bakwazi ukubamba iqhaza ezinhlelweni zikahulumeni.

Njengoba umnyango uzoqalisa ukusebenza kwale-APP yowezi 2022/23-2024/25, nginethemba elikhulu ukuthi izoqwashisa abantu, iguqule indlela ababona ngayo izinto, ikhuthaze ukuguqulwa kwendlela abaziphatha ngayo futhi kubandakanywe yonke imikhakha yomphakathi ukuze ibambe iqhaza ngenkuthalo ekuhlinzekeleni nokulungiselela ingomuso lethu.





# MVULATSWINGA YA MBEKANYAMUSHUMO YA MASHUMELE YA NWAHA NGA NWAHA (APP) NGA VHOMINISTA

Kha tshifhinga tsha miŋwaha mivhili yo fhelaho ye ra vha ri tshi khou lwa na dwadze la *COVID-19*, lushaka lwashu lwo sumbedza uri a hu na khaedu ine ya vha khulwanesa lune ra nga kundelwa u i tandulula arali ri tshi nga vha nanda nthihi. Ro swika he ra sumbedzisa na avho vhane vha humbula nga ndila yo peamaho, vhe vha amba uri shango lashu li do mbwandamela nga fhasi ha mutsiko wa vairasi iyi uri zwenezwo a zwi nga do itea.

Ro tikana sa lushaka luthihi kha nndwa yashu ya u lwa na dwadze ili line lo vha li sa athu vhonwa lifhasi lothe u bva tshi tsheetsho, ri tshi itela uri mafheloni azwo ri vhe lushaka lwo khwaŋhaho. Namusi, maipfi a thuthuwedzo e Phresidennde Vho Ramaphosa vha a amba nga tshifhinga tsha musi dwadze ili hu hone lo dinea maanda, a kha di bvela phanda na u vha yone ngoho yo fhelelaho.

“Hetshi tshiwo a tshi nga do swika hune tsha kwashekanya lushaka lwashu. Ndila ye ra fhindula ngayo kha tshiwo itshi, ho vha u ombedzela vhuvha hashu ha vhukuma sa lushaka. Ndi vhuvha ho khwaŋhaho, ha u kondelela nahone kha zwothe, vhune ho ditika nga vhuthihi”, Phresidennde vho amba ngauralo.

Ndila ine dwadze ili la vha ngayo u swika zwino khathihi na tshikalo tsha muhalelo tsho no swikelwaho, zwi sumbedza khonadzeo ya uri zwazwino ri nga vha ro pfuka tshipida tshi kondesaho tsha vairasi

iyi. Zwazwino ri vho divha zwinzhi nga ha vairasi iyi lune ra nga kona u humela murahu kha mishumo ya divha na divha ya zwa matshiliso na ikonomi nga ndila yo tsiredzeaho. Ri dovha hafu ra divha zwine ra tea u ita sa lushaka arali hu tshi nga vha na dziŋwe ntha ntswa kana tshaka ntswa dza vairasi iyi.

Zwazwino ndi tshifhinga tsha uri ri dovhe hafu ri shumisane rothe nga muya wonoula muthihi we ra u sumbedza musi ri tshi khou lwa na vairasi iyi u itela uri ri kone u fhaŋa hafu ikonomi na zwitshavha zwashu nga huswa. Ri kha di vha ro tou lavhelesa tshothe kha mbekanyamushumo ya lushaka ya u netshedzwa ha muhalelo wa *COVID-19* khathihi na kha zwa u kuvhanganya sekhithara dzothe dza tshitshavha uri dzi didzhenise kha zwa phaŋhululo na mbuedzedzo ya ikonomi yashu.

Ro diimisela hafu u bvedza tshanduko kha ikonomi ri tshi itela nyaluwo i katelaho vathu vhothe khathihi na u sika mishumo, hu tshi katelwa na u lavhelesa tshothe kha zwipikwa zwivhili zwine zwa vha u lwa na zwiito zwa vhuada khathihi na u engedza vhukoni ha mashumele a Muvhuso.

Uyu a u nga do vha mushumo wo leluwaho, nahone u do toda uri hu vhe na tshumisano yo fhelelaho u bva kha sekhithara dzothe dza tshitshavha. Ngauralo, ri toda MaAfrika Tshipembe vhothe vha tshi shumisana na muvhuso u itela uri hu kone u vha na thandululo kha khaedu dzashu khulwane dzine ra vha nadzo.

Pulane ya Mashumele ya Nwaha nga Nwaha (APP) ya 2022/23-2024/25 ye ra divhetshela yone i sendezela tsini MaAfrika Tshipembe vhothe kha zwa u vusuluswa ha shango lashu nga u vha netshedza mafhungo a muvhuso ane a vha ngoho nahone a tshi da nga tshifhinga.

Ri khou lavhelela uri ri do shumisa zwa vhudavhidzani sa tshishumiswa tsha u tikedza pulane na mbekanyamushumo dza muvhuso, hu si kha zwa mvusuludzo yashu fhedzi, hafu na kha u khwinifhadza mashumele a muvhuso. Zwiiveledzwa zwi divheaho zwa vha Sisteme ya Mafhungo na Vhudavhidzani ha Muvhuso (GCIS), puŋatifomo na tshumelo dzavho, zwi do itwa uri zwi wanale u itela uri MaAfrika Tshipembe vha kone u wana mafhungo ane vha a toda.



Nga kha mbekanyamushumo dzo fhambanaho dze ra dzi bvisela khagala nga vhuḍalo kha ino APP, ri khou lavhelela u engagedza vhudavhidzani ha muvhuso u itela u khwaḥisa nḍila dza u swikela mafhungo hu tshi itelwa uri vhadzulapo vha kone u shela mulenzhe kha zwa u shandukiswa ha shango khathihi na u khwinifhadzwa ha matshilo avho.

Hezwi zwi khou tshimbilelana tshoṭhe na zwiteṅwa zwa ndeme zwi re kha ndayotewa yashu sa izwi ri tshi tou kombetshedzea u ita ngauralo u ya nga Tshiteṅwa 195(g) tsha Ndayotewa ya Riphabuḷiki ya Afrika Tshipembe ya ṅwaha wa 1996, u itela u vhona uri MaAfrika Tshipembe vha khou ṅetshedzwa mafhungo nga tshifhinga, ane a vha a vhukuma nahone zwa ndemesa, ane a swikelea u itela uri vha kone u tshila matshilo avho nga nḍila ya khwine.

Ri ḍo shumisa maanḍa a vhudavhidzani kha u tikedza zwa u thoma u shumiswa ha Pulane ya Mvusuludzo na Mbuedzedzo ya Ikonomi (ERRP) u itela u ṭuṭuwedza zwa u sikwa ha mishumo na ikonomi nga u ṅetshedza zwidodombedzwa zwa nga ha uri vhadzulapo vha nga swikela hani mbekanyamushumo dza thikhedzo ya muvhuso na zwikhala zwa ikonomi kha nyimeḷe ine ha si tsha vha na dwadze ḷa COVID-19.

Ri na fulufhelo ḷa uri maga ashu ane ra khou a dzhia a ḍo sendedza tsini MaAfrika Tshipembe kha fulo ḷa vhuṭhihi ha zwa u vusulusa nyaluwo na u sika mishumo. Nga u bvisela khagala aya maga a thikhedzo ya ERRP, ri vha ri khou lavhelela u ḍo dzhenisa vhunzhi ha vhathu vhashu kha sekhithara dza ikonomi dzine dza vha na vhubvedzi.

Fulo ḷa ndeme ḷa heyi APP ndi u fhaṭa vhushaka ha vhavhili, sa izwi ri tshi zwi ḍivha uri nga roṭhe ri nga si kone u swikela vhathu vhoṭhe vha Afrika Tshipembe vhane vha swika 60 miḷioni. GCIS i ḍo ṭuṭuwedza zwa

vhudavhidzani ho khwaḥhaho vhukati ha muvhuso, mabindu, vhadzulapo na vhoramafhungo u itela uri milaedza yashu ya mvusuludzo na mbuedzedzo kha i kone u swika kha MaAfrika Tshipembe. Ri vhona vhushaka ha vhavhili vhu ha ndeme kha u sendedza tsini MaAfrika Tshipembe vhoṭhe khathihi na u vha tshipiḍa tsha thandululo ya thaidzo dza shango ḷashu.

Nga kha honovhu vhushaka ha vhavhili, ri nga dovha hafhu ra kona u kuvhanganya zwiko zwashu uri ri zwi shumise u ita zwinzhi, u khwaḥisa nḍila ine ra livhana ngayo na khaedu dzashu khulwane khathihi na u sika zwikhala zwinzhi hu tshi itelwa MaAfrika Tshipembe.

Tshithu tsha ndeme tshine tsha ṭuṭuwedza vhushaka havhuḍi ha vhavhili, ndi vhudavhidzani vhu re khagala vhune ha tshimbila khathihi na nyambedzano dza vhukati ha vhashumisani kha zwa mabindu na matshiliso. GCIS yo ḍiimisela kha haya maitete ane a vha khagala na uri afho hune ha vhonala hu na khaedu, ri ḍo ambedzana na vhashumisani vhashu nga nḍila i re khagala nahone ra dovha hafhu ra vha ṭuṭuwedza uri na vhone vha ite ngauralo.

Ndingedzo dzashu dzoṭhe dza u vusulusa ikonomi yashu dzi ḍo fhedza dzi sa ambi tshithu arali ri sa nga ḍo kona u ḍitsireledza kha tshaka ntswa dza u kavhiwa nga vairasi ya COVID-19 dzine dza nga vha hone tshifhinga tshi ḍaho. Ri ḍo bvela phanḍa na u ṭuṭuwedza vhadzulapo nga ha mbekanyamushumo khulwane ya muhalelo ine ya khou ṅetshedzwa shango loṭhe.

Vhudavhidzani ndi ha ndeme kha houno mushumo nahone ri ḍo bvela phanḍa na u tsivhudza vhathu, u shandukisa nḍila ine vha vhona ngayo zwithu khathihi na u ṭuṭuwedza vhathu vhoṭhe vho teaho vhane vha dzula fhano Afrika Tshipembe uri vha ye vha haelwe kha zwa dwadze ḷa COVID-19.



Kha ndingedzo dzashu dza u phaḍaladza mulaedza wa khaelo, ri ḍo ombedzela vhuḍifhinduleli ha vhadzulapo vhune ha vha u ḍitsireledza nga muhalelo khathihi na u tevhedza maga a u thivhela a ḍuvha na ḍuvha. Muhasho u ḍo dovha hafhu wa shumisa tshikhala itshi kha u ita khuwelelo kha vhashelamulenzhe na vhadzulapo vhoṭhe uri vha thuse kha u fhodza, u alusa na u fhaṭa hafhu shango ḷashu.

Ndwa ya u lwa na zwiito zwivhi tshitshavhani u fana na zwiito zwa vhuḍa, khakhathi dzo ḍitikaho nga mbeu, zwiito zwa dzigenge na zwa u shumiswa ha zwidzidzivhadzi nga nḍila yo kalulaho, zwazwino yo no vha one mafhungo a ndeme. Nga kha vhudavhidzani ha u shandukisa vhuḍifari vhune ha ṭuṭuwedza maitete na zwiito zwa vhathu, miṭa na zwitshavha, ri nga kona u ḍisa tshanduko khulwane kha zwa matshilele.

Vhudavhidzani hashu musu vhu tshi khou shumisana na tshifhinga tshiswa tsha u sumbedza u vha na vhuḍifhinduleli tshe tsha sumbedziswa nga tsheo ye muvhuso wa i dzhia kha zwa u lwa na zwiito zwa vhuḍa khathihi na mushumo wa khomishini ya ḥoḍisiso ye ya vhubwa nga Phresidennde Vho Ramaphosa, vhu ḥetshedza tshikhala tsha u engedza kavhili ndingedzo dzashu dza u lwa na zwiito zwa vhuḍa khathihi na maitele a u fulufhedzea kha masia oṭhe zwitshavhani zwashu.

GCIS i ḍo shumisa Ḳiedza Ḳa Muvhuso Ḳa Vhudavhidzi Ḳo khetheaho u itela u vhona uri milaedza ya muvhuso i khou kona u swika kha vhatsheshelesi vhe ya livhiswa khavho. Nga kha Ḳiedza Ḳi, ri ḍo kona u pfesesa ḥoḍea dza vhatsheshelesi vho fhambanaho vhane vha wana mafhungo a muvhuso na tshumelo.

GCIS i ḍo dovha hafhu ya ḥetshedza thikhedzo kha zwa u thomiwa ha mafulo, u bveledzwa ha pulane dza zwa vhudavhidzani, u bveledza mafhungo, u phaḍaladza mafhungo khathihi na u davhidzana na vhashelamulenzhe.

Thikhedzo yashu yo rangwa phanda nga ḥoḍisiso dze dza itwa nga vha GCIS dzine dza ita uri vhudavhidzani vhu vhe ho teaho nahone ha ngoho hu tshi itelwa uri vhu kone u swikela dziḥwe ḥoḍea dza mafhungo khathihi na u ḍisa thandululo afho hune ha vha na thaidzo.

Tshine tsha vha tsha ndeme vhukuma kha ndingedzo idzi dzashu, ndi u thetshesha na u fhindula thaidzo dzine MaAfrika Tshipembe vha vha nadzo nga u shumisa mbekanyamushumo dzashu dza zwa vhudavhidzani ha mveledziso.

Hedzi mbekanyamushumo ndi dzine dza katela mbekanyamushumo dza nyambedzano kha radio

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dza tshitshavha, na ḥuḥuwedzo dzine dza itwa mimoḵoni na rinngini dza dzitshekhisi. Ri ḍo dovha hafhu ra dzhia mafhungo ra tou a isa thwii miḍini ya vhadzulapo vhashu nga u shumisa mafulo ashu a u kwama vathu nga u tou ya miḍini yavho.

Guranda yashu ya muvhuso ya maimo a ḥḥa i vhidzwaho u pfi *Vuk'uzenzele* ine ya kona u swikela zwitshavha zwine zwa wanala kha vhupo ha mahayani vhune ha vha kule vhukuma, na yone i ḍo tikedza hedzi mbekanyamushumo dza vhudavhidzani. U ḍadzisa kha zwenezwo, khandisamafhungo ine ya bva nga vhege i vhidzwaho u pfi *My District Today* i ḍo phaḍaladza mafhungo ane a maanḍafhadza MaAfrika Tshipembe uri vha kone u shela mulenzhe kha mbekanyamushumo dza muvhuso.

Zwenezwo musu muhasho u tshi kha ḍi tou bva u thoma u shumisa ino APP ya ḥwaha nga ḥwaha ya 2022/23-2024/25, ndi pfa ndi na fulufhelo Ḳa uri i khou ḍo tsivhudza vathu, u shandukisa ḥḍila ine vha vhona ngayo zwithu, ya ḥuḥuwedza tshanduko kha zwa vhuḍifari khathihi na u sendedza tsini sekithara dzoṭhe dza tshitshavha uri na dzone dzi kone u shela mulenzhe kha u bveledza vhumatshelo ha shango Ḳashu.



# FOREWORD BY THE DEPUTY MINISTER IN THE PRESIDENCY



The COVID-19 pandemic has affected every facet of life as we once knew it. It has changed how we interact with each other, how we work and how we communicate. It has also accelerated the shift towards a more digital world and forced us to adapt to a new way of living.

What once seemed an endless nightmare has now morphed into a more manageable situation. We know infinitely more about the virus now and as a consequence, most countries around the world, including South Africa, are lifting some of the restrictions put in place to fight COVID-19.

The fear and doubts of the past two years have given way to cautious optimism that we might return to some sort of normality. These past two years have challenged the GCIS in unthinkable ways. Yet it has continued to live up to its constitutional mandate in formulating and communicating government's response to COVID-19, in particular the scientific rationale behind the national lockdown restrictions.

Our communication in the early stages was focused on sharing as much information as possible about the virus as it spread while assuring citizens of our readiness to fight the pandemic.

Our priority has also been to constantly remind people that they are part of the solution and that vaccination is the best defence against the

virus. Through a comprehensive communication campaign, we focused on media engagement, paid-for advertising in broadcast and print media, face-to-face engagement and digital media platforms.

We applaud everyone in the country for their continued determination in the fight against COVID-19, which helped keep new infections relatively low as the country exited the fourth wave.

Despite the many strides we have made, we are still not out of the woods yet. As we continue to respond to this evolving threat, the GCIS will have to lead from the front by fulfilling its mandate to share accurate information while also explaining government decisions, plans and policies. This is in line with Section 195(g) of the Constitution of the Republic of South Africa of 1996 to foster transparency and provide the public with information that is timely, accurate and accessible.

Our plan going forward as outlined in the 2022/23-2024/25 APP is that government communication should continue to raise awareness, change perceptions and encourage all adults living in South Africa to get vaccinated against COVID-19. The messaging should include instilling behavioural change by profiling everyday preventative measures to stop the spread of the virus.



It is also crucial that the GCIS provide information on the ERRP to rebuild our economy after the devastating effects of the COVID-19 pandemic. The citizens of this country expect to be updated on initiatives as reflected in the priorities of government in the revised 2019-2024 Medium Term Strategic Framework (MTSF).

We must also continue to update the public to show that taxpayers' money is being spent sensibly, projects are delivered on time and all the initiatives aimed at reviving our economy remain on track.

At the same time, the GCIS will support the strengthening of government institutions to end GBVF. Government is living up to its promise by implementing the National Strategic Plan on

GBVF, which was called for at the November 2018 Presidential Summit Against GBVF.

For instance, in January 2022 President Ramaphosa signed into law three pieces of legislation, which is a major step forward in our efforts to fight the scourge of GBVF. The legislation strengthens the criminal justice system, promotes accountability across the State and places survivors at the centre of all our efforts.

To achieve this constitutional mandate as outlined in the 2020-2025 Strategic Plan, the GCIS will rely on a variety of platforms. These include print and electronic media, and digital platforms such as national portals, mobile apps and social media. By using these digital platforms, we will be able to spread information far and wide to South Africans with access to the internet.

South Africans will be able to watch live streams of press briefings and announcements by government on the Government Facebook page.

The GCIS will also continue to use government products such as *Vuk'uzenzele* newspaper, the News Service (SAnews); *My District Today* newsletter and *Public Sector Manager (PSM)* magazine to convey news and information to South Africans across the length and breadth of the country.

We will furthermore continue to adopt new ways of interacting with the public with most of the meetings, conferences, training sessions and workshops now taking place virtually or remotely.

Our plans remain bold and decisive to impact the lives of South Africans. Guided by this APP, the GCIS stands ready to drive change that instills hope and ensure that citizens participate in and are informed of these developments, and are also given the tools to enjoy the benefits of our hard-won democracy.

**Ms Thembisiwe Siweya, MP**

Deputy Minister in The Presidency

Date: 30 March 2022

# INTRODUCTION BY THE ACCOUNTING OFFICER



Following two unprecedented years our county is finally settling back into a more familiar way of life. The despair which greeted the start of the COVID-19 pandemic has given way to cautious optimism.

During this time of renewal and hope we are determined to ensure that we build on our mandate of providing information that is timely, accurate and accessible. The APP for the period 2022/23-2024/25 will build on our work in communicating, highlighting and supporting government's priorities.

We will also continue to bolster communication campaigns in support of the GBVF, the ERRP, fighting corruption, professionalisation of the Public Service and job creation.

Much of our work since 2020 has been to support our nation's fight against COVID-19 and more recently, we have focused on the importance of vaccination.

We were awarded R50 million in 2021/22 to drive a centralised COVID-19 vaccination roll-out campaign. This allocation was used to strengthen communication activities in educating and reassuring the public around the roll-out of COVID-19 vaccines. It has also been used to support the Vooma Vaccination Weekend activations, and to combat vaccine hesitancy and disinformation.

Through consistent and regular messaging we have ensured that the core message that vaccination saves lives and reduces serious illness, hospitalisation and death resonates.

At the start of the pandemic, the GCIS focused on reassuring the public that our nation was well placed to fight the virus. The GCIS COVID-19 Tracker Study shows that between April and May 2020 public awareness levels around government communication was high and more than 90% of South Africans had heard, seen or read some communication on COVID-19.

Our initial COVID-19 communication was coupled with regular messaging on the need to wear a mask that covers the mouth and nose, maintain a safe social distance and wash hands regularly with water and soap or use a 70% alcohol-based hand sanitiser.

Messages around social distancing and staying at home had the highest recall according to research; followed by the protocol for hand washing/sanitising and mask wearing. This shows that the communication efforts did indeed reach the majority of people in South Africa.

We achieved this targeted messaging by using the GSM that divides the population into easily distinguishable yet unique audience groups, which all have varying needs and wants. It further highlights the needs, concerns and





characteristics of the different citizen groups and segments them into five broad segments to enhance public service engagement and communication.

The five broad segments are all encompassing and are representative of various groupings or segments, each with their own unique characteristics, attitudes and needs. It allows us to speak directly to the needs of people in rural, urban and metro areas, and is further broken down to the specific needs of various groupings within these areas.

The GSM will continue to allow us to support all COVID-19 compliance protocols and will ensure that we ramp up existing vaccination campaigns and efforts through targeted and consistent messaging in the online space on Facebook, Twitter and WhatsApp, stories in SAnews and *Vuk'uzenzele* newspaper, regular broadcasts on community radio and a series of outreach activations.

Throughout this period, South Africans were also able to watch live streams of press briefings and announcements by government on online platforms such as Facebook and Twitter, and we will continue to ramp up this offering.

Faced with an unprecedented situation, we turned to every avenue of communication and in community radio we found a trusted ally. The reach of this sector is truly amazing, and they are a trusted and familiar voice which will continue to lead conversations about the pandemic, the vaccine drive and the ERRP.

There has also been a massive growth in our flagship communication platforms. Much of what the GCIS does is at the cutting edge of the Fourth Industrial Revolution (4IR), but we also continue to rely on tried and trusted platforms such as the fortnightly *Vuk'uzenzele* newspaper. It is partially translated into all official languages, and distributed once a month in hard copy and published twice a month online. It currently has the largest print run per edition of any newspaper in the country.

The publication focuses on the key priorities of government including job creation, growing the economy, health, fighting COVID-19, the COVID-19 vaccination programme, education, GBVF and rural development.

Growth in our online offerings has seen an upward trend and SAnews, the *My District Today* newsletter

and *PSM* magazine provide a mixture of hard news, features and information to empower the public.

Everything we have done these past two years and in the period ahead has been driven by our personnel and dedicated staff. We continue to do all we can to both recruit and retain suitably qualified personnel supporting the GCIS's ambitions of a capable and skilled workforce.

I am pleased to announce that the three Deputy Director-General (DDG) posts which had previously been vacant have now been filled by three dedicated and hardworking civil servants. With a fully staffed leadership cohort and dedicated staff, we are well placed to focus on our priorities.

With an eye on the future our Human Resources (HR) division is in the process of undertaking an organisational review study to ensure greater alignment between our strategy and structure.



We have also developed a Work Skills Plan (WSP) for the period 2022/23, which prioritises training in areas such as Artificial Intelligence, Big Data Analytics, Cloud Computing, Cyber Security, Digital Transformation, and a host of others.

These new skills will dovetail with our use of virtual technologies such as Skype, Zoom and Microsoft (MS) Teams to facilitate remote working and online meetings.

In the coming period we aim to build on our proud record of attaining clean audit outcomes for the past seven years and in further strengthening institutional oversight. Our Internal Audit unit has been instrumental in attaining and maintaining clean audits for the past seven years, which have also resulted in the improved operational performance of the institution. Internal Audit and our oversight committees ensure that issues affecting compliance or performance reporting are speedily identified and rectified.

A number of other oversight mechanisms such as the GCIS Enterprise Risk Management (ERM) process, the ERM Committee (ERMC), Audit Committee and the Business Continuity Management (BCM) Steering Committee continue to play a critical role in ensuring the continuation of operations and service delivery.

In this period we will continue to find innovative ways to speak to the public and also rely heavily on research and audience segmentation. The GSM – which divides the population into different audience groups – enables us to target the specific needs of each audience.

Our research efforts annually continue to focus on the mood of the country and provide a state of affairs on areas to consider as government refocuses on key

priority areas. The Ipsos research report issued in October 2021 presented findings on several issues including media coverage, the direction of the country, sentiment on the provision of basic services, crime and corruption, violence against women and children, unemployment and managing the economy.

The research from each of these indicators shows that we are hurting and that trust has waned. As a department and broadly speaking, as government, we are not blind to these realities.

We are therefore determined that everything we do in the coming period must help to build a better tomorrow. Our longer-term growth and recovery is being driven by the ERRP, which puts the creation of jobs at the heart of our economic recovery.

Through this plan we are, amongst others, fast-tracking economic reforms to unlock investment and growth, fighting crime and corruption, driving industrialisation with a focus on growing small businesses, improving the capability of the State and creating jobs through mass public employment programmes.

There are green shoots of hope everywhere; our job as the GCIS is to ensure greater public participation through the provision of information, which remains the lifeblood of our democracy. We are determined to do more with less and ensure that no South African is left behind.



**Ms Phumla Williams**

Accounting Officer: GCIS

Date: 30 March 2022




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ECONOMIC  
RECONSTRUCTION  
AND RECOVERY**  
BUILDING A NEW ECONOMY

**The recruitment of  
287 000 young people as  
school assistants is already  
underway, and they will be  
placed in November.**

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# OFFICIAL SIGN-OFF

It is hereby certified that this APP was developed by the management of the GCIS under the guidance of the Minister in The Presidency, Mr Mondli Ngungubele, MP. It takes into account all the relevant policies, legislation and other mandates for which the GCIS is responsible.

It accurately reflects the impact, outcomes and outputs that the GCIS will endeavour to achieve over the next three years.



**Ms Nomonde Mnukwa**  
DDG: Corporate Services

Signature:



**Ms Regomoditswe Mavimbela**  
DDG: Content Processing and Dissemination

Signature:



**Mr Michael Currin**  
DDG: Intergovernmental Coordination and Stakeholder Management

Signature:



**Ms Gcobisa Soci**  
Chief Financial Officer (CFO)

Signature:



**Ms Nomkhosi Peter**  
Chief Director: Strategic Planning, Risk Management, Performance Monitoring and Reporting (SPRMPMR)

Signature:



**Ms Phumla Williams**  
DG and Accounting Officer

Signature:



**Mr Mondli Gungubele, MP**  
Minister in The Presidency

Signature:

Date: 30 March 2022



# PART A: OUR MANDATE



## 1. CONSTITUTIONAL MANDATE

### 1.1 Constitutional mandate

Section 195(g) of the Constitution of the Republic of South Africa of 1996 forms 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 importantly, 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 African Renaissance, including regional integration and implementation of people-centred development programmes.

The primary responsibility of the GCIS is to ensure the democratic strength, success and security of the 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. Therefore, the GCIS is responsible for providing strategic leadership and coordinating a government communications system that ensures that the public is informed, and have access to information on government programmes and policies that benefit them.

In the execution of its functions and in line with its founding legislation, the GCIS complies with the

Constitution of the Republic of South Africa of 1996, 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.

## 2. LEGISLATIVE AND POLICY MANDATE

### 2.1. Legislative mandate

The following legislation is relevant to the operations and enables further implementation of the GCIS mandate:

- **Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), as amended**  
Section 27(4) of the PFMA of 1999 provides the basis for the development of measurable objectives which must be included in national and provincial institutions' annual budgets. Sections 40(3) and 55(2) provide the basis for reporting performance against predetermined objectives in institutions' annual reports.
- **Media Development and Diversity Agency (MDDA) Act, 2002 (Act 14 of 2002)**  
To establish the MDDA; to provide for its objective and functions; to provide for the constitution of the Board and the management of the agency by the Board; to provide for the Chief Executive Officer and other staff of the agency; to provide for the finances of the agency; to provide for the support of projects aimed at promoting media development and diversity; and to provide for matters connected therewith.
- **Brand South Africa (SA) Trust Deed**  
To develop and implement proactive and coordinated marketing, communication and reputation management strategies for South Africa. The ultimate aim is to make a contribution towards economic growth, job creation, poverty alleviation and social cohesion by encouraging

local and foreign investment, tourism and trade through the promotion of Brand SA.

- **Electronic Communications Act, 2005 (Act 36 of 2005)**  
To promote convergence in the broadcasting, broadcasting signal distribution and telecommunications sectors, and to provide the legal framework for convergence of these sectors; to make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting services; to provide for the granting of new licences and new social obligations; to provide for the control of the radio frequency spectrum; to provide for the continued existence of the Universal Service Agency and the Universal Service Fund; and to provide for matters incidental thereto.
- **Use of Official Languages Act, 2012 (Act 12 of 2012)**  
The Use of Official Languages Act of 2012 strives to give effect to the constitutional obligation of multilingualism. The legislation requires that every national department, national public entity and national public enterprise must adopt a language policy and establish a language unit.

### 2.2. Policy mandates

- 2.2.1. The GCIS's strategy is underpinned by the 2019-2024 National Communication Strategy Framework (NCSF), approved by Cabinet on 16 October 2019. Working with other government departments, the GCIS will drive the implementation of the NCSF across the communication system over the Medium Term Expenditure Framework (MTEF) period.
- 2.2.2. The Government Communication Policy, approved by Cabinet on 22 August 2018.
- 2.2.3. The Revised 2019-2024 MTSF.



# PART B: OUR STRATEGIC FOCUS



### 3. VISION

The pulse of communication excellence in government.

### 4. MISSION

To deliver effective strategic government communication; set and influence adherence to standards and coherence of message and proactively communicate with the public about government policies, plans, programmes and achievements.

### 5. ORGANISATIONAL VALUES

Value	Meaning and behaviour associated with the value
<b>Professionalism</b>	<ul style="list-style-type: none"> <li>The organisation strives to operate at the highest level of professionalism in all business dealings at all times.</li> <li>Professionalism is embodied in friendly, polite and business-like behaviour. It drives a person’s appearance, demeanour and professional interactions, providing others with a positive first impression.</li> <li>Officials should demonstrate professionalism by being courteous, honest and behaving responsibly when dealing with clients and representing the organisation.</li> <li>Officials should demonstrate a level of excellence that goes beyond the department’s normal work and official requirements.</li> </ul>
<b>Diversity</b>	<ul style="list-style-type: none"> <li>The department contributes to democracy and equality by promoting a safe, positive and nurturing environment for everyone.</li> <li>Officials should recognise and respect that each person is different. This difference can refer to race, ethnicity, gender, gender preference, age, religious beliefs, socio-economic status or other ideologies.</li> <li>Officials should strive to understand and embrace each other’s points of view, beyond simple tolerance, thus giving everyone the opportunity to express themselves. This attitude should extend to the public.</li> </ul>

<b>Openness and transparency</b>	<ul style="list-style-type: none"> <li>The organisation should always be open with its communications, disclose all relevant information and be accountable for its actions.</li> <li>Transparency demands that the department and its officials are straightforward and honest in their dealings at all times.</li> <li>Officials should provide colleagues and clients with access to accurate, relevant and timely information.</li> <li>The department recognises that transparency and accountability are essential for good governance.</li> </ul>
<b>Innovation</b>	<ul style="list-style-type: none"> <li>The department strives to be receptive to new ideas and adopt a flexible approach to problem-solving. Officials are encouraged to think beyond the norm.</li> <li>Officials are encouraged to help each other address issues that cannot be addressed by a person working in isolation.</li> </ul>
<b>Honesty and integrity</b>	<ul style="list-style-type: none"> <li>Officials should exercise honesty in all their business dealings and strive to protect the department’s integrity at all times.</li> <li>Officials should commit to the actions they have undertaken on behalf of their clients.</li> <li>The department strives for equity, fairness and good ethics in its decision-making and expects its officials to do the same with regard to one another.</li> <li>The department honours its commitments to build a foundation for trust.</li> </ul>

### 6. UPDATED SITUATIONAL ANALYSIS

#### GCIS PROBLEM STATEMENT (EXTRACTED AND PARAPHRASED FROM THE 2020-2025 STRATEGIC PLAN)

Section 195(g) of the Constitution of the Republic of South Africa of 1996 stipulates that government needs to foster transparency and that the public should be provided with information that is timely, accurate and accessible. The last population figures indicate that South Africa has approximately 60 million people.

Following the attainment of freedom in 1994, the democratic dispensation inherited an unequal society where the majority of the people did not have access to information that could empower them to live a better life. Since South Africa is now part of the global community, transformed information dissemination structures are a key focus area in marketing the country locally and internationally.

The GCIS was established in terms of Section 239 of the Constitution of the Republic of South Africa of 1996 and as a strategic unit in The Presidency in terms of Section 7 of the Public Service Act, 1994 (Act 103 of 1994). This constitutional and legislative mandate empowers the department to use its strategic location to coordinate and lead on communication-related projects that straddle across almost all government departments.

The department is further mandated to ensure transparency in government and that relevant government structures provide information that is timely, accurate and accessible. Its coordination role cuts across all three spheres – national, provincial and local government. Although it has a constitutional mandate, it however still relies on the power of persuasion to compel some departments to fulfil their communication obligations.

The *Towards a 25 Year Review* report on the performance of government highlights a wide range of areas where service delivery has improved. It also reveals a number of areas that government still need to address, such as in building social cohesion and nation-building, and advancing inclusive economic growth.

Given the economic challenges facing the country, it is imperative to ensure prudent use of state resources

by delivering services effectively and efficiently in a cost-effective manner. The principle of doing more with less should be considered under these dire financial circumstances.

Information dissemination and direct interaction with communities remain key in empowering and rallying society towards a common vision for a better South Africa. Government has seamlessly adapted to the modern ways in which the public consume or receive information, by embarking on an intensive penetration and sustained presence in the digital media space. However, South Africa remains an unequal society with some parts of the country still without internet connectivity while others are yet to enjoy the benefits of technology.

The fervent drive to boost economic growth will culminate in attracting more potential investors and visitors to the country, which is a catalyst for the creation of much-needed jobs. By providing developmental-related information such as available government programmes and services that empower citizens to actively participate in improving their lives, our provincial and district offices – through the District Development Model (DDM) – contribute to progress in communities.

By also consistently communicating the remarkable progress being achieved by government in terms of providing sustained service delivery to communities, the GCIS helps to spread a positive message of hope to the public. Also importantly, the use of all our official languages in communicating with the public, especially those in the far-flung rural areas with minimal access to the mainstream media, contributes immensely to nation-building and a sense of belonging.



## 6.1 External Environment

The 2021/22 financial year has been premised on government's key priorities, as set out in the February 2021 State of the Nation Address (SoNA). These priorities centred on defeating the COVID-19 pandemic; promoting economic reforms and recovery, building a capable state and combating corruption. In addition, GBVF and intensifying the fight against corruption remained top priorities.

These priorities informed the GCIS's coordination of the government-wide communications programme, as well as the support it provided as a department, within The Presidency, to the President as the Communicator-in-Chief, the Deputy President and the Minister in The Presidency.

Government's performance against these priorities assumed diverse forms, all of which presented a combination of communication opportunities and challenges. The GCIS was awarded R50 million in the 2021/22 financial year to drive a centralised COVID-19 vaccination roll-out campaign. Through this allocation, communication activities ranged across the following areas from 1 April 2021 to date:

- Educating and reassuring the public around the roll-out of COVID-19 vaccines during the early phases of the vaccination programme;
- Combating vaccine hesitancy and disinformation;
- Profiling the President's globally important role as African Union (AU) COVID-19 champion;
- Profiling South Africa's emergence as a COVID-19 vaccine production centre – from the Aspen Pharmacare investment in Gqeberha in the Eastern Cape to the NantSA facility established in Cape Town in January 2022;

- Communications support to the Deputy President as Chair of the Inter-Ministerial Committee (IMC) on Vaccines;
- Communications support to Vooma Vaccination Weekend activations;
- Communications support to the National Coronavirus Command Council, Cabinet, the President's Coordinating Council and special sessions of Cabinet devoted to COVID-19; and
- The National Communication Partnership (NCP), which brings together government communicators and professional communicators from the private sector and more broadly, civil society.

The GCIS delivers a wide range of communication services. In spearheading the government communication agenda, the GCIS provides communication planning and coordination; media engagement services domestically and internationally; content development for the GCIS's own platforms; media monitoring and analysis; streaming services and community mobilisation through GCIS provincial and district operations, and other activities.

Communication is diverse, and messaging and content should always resonate with the targeted audience. The range of GCIS platforms aligns with the GSM developed by the GCIS in 2016. In terms of the model, South African society is segmented into five tiers, namely Rooted Realists (48% of the South African adult population), City Seekers (25% of the South African adult population), Safely Suburban (10% of the South African adult population), Metro Mobiles (11% of the South African adult population) and Cosmopolitan Capitals (6% of the South African adult population).

The distribution of communication products and platforms should be diverse to appeal to and reach all five segments of society. The GCIS goes into the new financial year armed with a wealth of insights from the GSM (which delineates different audiences geographically and psychographically), public opinion research, cyclical reports from Statistics South Africa, research insights presented to Cabinet, clusters and other platforms of government, as well as studies by global institutions in the State, non-state or multilateral sectors.





# REMEMBER | GOVERNMENT SEGMENTATION MODEL

S1



## Rooted Realists

**27.8 Million People**  
(48% of SA adult population)

They are **mostly unemployed**, with **low education levels**. Some try to remain positive about their lives and acknowledge that they have come a long way. However, their optimism is challenged by **difficult financial circumstances** and most **rely on government grants**. They long for financial independence, permanent employment and improved living conditions.

S2



## City Seekers

**14.4 Million People**  
(25% of SA adult population)

People in this segment are city dwellers who are familiar with the demands of a **competitive urban life**. They are generally **hopeful, ambitious, career-oriented** and constantly looking for opportunities to improve their lives and that of their families. Despite the **day-to-day challenges** they continue **looking for job opportunities** because they see this as the answer to a better future.

S3



## Safely Suburban

**5.9 Million People**  
(10% of SA adult population)

Safely Suburbans believe their quality of life has declined. They identify their lack of appropriate education as an obstacle to accessing employment or getting better jobs. For this segment, the high cost of living, labour cost and investment are critical areas of concern. They are safety conscious and highly protective of their physical, social and economic environment.

S4



## Metro Mobiles

**6.1 Million People**  
(11% of SA adult population)

Metro Mobiles are interested in keeping a particular lifestyle. They are the lookout for ways to improve their lives, be it financial aid to start a business or upskilling themselves. These people see themselves as inspirational, role models and influencers. They are **concerned about drugs, unemployment, corruption, crime, the economy and basic service delivery**.

S5



## Cosmopolitan Capitals

**3.6 Million People**  
(6% of SA adult population)

These people are mostly **affluent, professional** and independent. They have the highest amount of disposable income, highest proportions of tertiary education, employment. They are **influential, business-focused** and concerned about anything that would negatively impact the economy and consequently their independence and their net worth.

<b>Live:</b>	Non-metro traditional settlements (63%), 30% non-metro urban informal settlements. Eastern Cape 24%, Limpopo 20%, KZN 18%, Mpumalanga 11%.	Metro (91%) and mainly in informal (52%) and formal (43%) settlements. Gauteng (47%), KZN (17%), Western Cape (15%) and Eastern Cape (15%).	The majority (81%) live in non-metro urban and mainly formal dwellings. Western Cape 18%, KZN 15%, Mpumalanga 12%, North West 11%.	They live in metro areas and mainly in formal dwellings. Gauteng (44%), Western Cape (22%) and KZN (19%).	100% Metro. Gauteng 62%, Western Cape 22%, KZN 9%.
<b>Age:</b>	30% are 18-34 yrs, 15% are 35-49 yrs and 14% are older than 50.	34% are 18 – 34 yrs, one-fifth are 35 – 49 yrs old and 13% are 50+ years.	18 – 34 year olds make 30%, one-fifth are 35 – 49 yrs and 20% 50 yrs+.	18 – 34 year olds 31%, 22% are 35 – 49 yrs old and 21% are 50 yrs+.	26% are 18 – 34 yrs old, 25% 35 – 49 yrs old and 26% are 50 yrs+.
<b>Gender:</b>	Females 52%, males 48%.	Females 49%, males 51%.	Equal male and female split.	Females 51%, males 49%.	Female (52%), male (48%)
<b>Race:</b>	94% Black, 5% Coloured.	Black 90%, Coloured 9%	Black 52%, White 29%, Coloured 15%.	More than half (54%) are Black, 21% Coloured, White 13%.	White 51%, Black 34%, and Indian 9%.
<b>Home Language:</b>	93% speak an African language – Isizulu 28%, Isixhosa 17%, Sepedi 15%.	Majority speak an African language (87%) - Isizulu 34%, Isixhosa 19%, Sesotho 11%.	Largest proportion speak Afrikaans (30%) followed by English 20%.	English 34%, Afrikaans 22%, Isizulu 20%.	Mainly English (47%), Afrikaans (17%) and Isizulu (11%).
<b>Education:</b>	One-in-ten have incomplete high school, 4 in 10 have some high school education, 29% completed matric.	40% High school completed and 37% did not complete high school.	High Education levels: 36% completed high school, 21% completed higher education.	43% completed high school, 22% did not complete high school and 14% completed higher education.	High education levels: 33% have matric and 38% higher education.
<b>Employment:</b>	High unemployment – about one-in-ten have fulltime employment.	High unemployment – 42% are unemployed.	29% full time employment, 12% self-employed, 23% unemployed.	27% employed full time, 13% self-employed and 26% unemployed.	43% employed full time, 18% self-employed and 10% unemployed.
<b>Annual household income:</b>	<b>Low income</b> - 45% (R0 – R39 504), 31% (R39 505 – R65 320), and 25% (R65 321 – R138 821).	<b>Low income</b> - 20% (R0 – R39 504), 38% (R39 505 – R65 320), and 42% (R65 321 – R138 821).	Majority (85%) in <b>middle income</b> bracket – R138 822 – R472 501.	<b>Middle income</b> - 35% (R138 821 – R237 593), 65% (R237 594 – R472 501)	<b>Upper income</b> - 41% (R472 502 – R616 852), 32% (R616 853 – R798 172), 19% (R798 173-R1 053 843) and 8% above R1 053 843

Beyond the aforementioned key priorities the programme of government and of The Presidency, in particular, was extended to:

- Incoming and outgoing State and Working visits – including to Germany, France, Zambia, Malawi and Mozambique;
- Memorial events and high-level funerals for distinguished persons from a range of backgrounds, including former Deputy President FW de Klerk and Anglican Archbishop Emeritus Desmond Tutu;
- Investment launches including NantSA, Aspen Pharmacare and Toyota (Corolla Cross);
- Presidential Oversight Visit to KwaZulu-Natal to assess the extent of damage and losses incurred in the July 2021 unrest;
- Presidential launch of the Eastern Seaboard Development (November 2021);
- Presidential Oversight Visit to the N2 Wild Coast and Msikaba Bridge sites;
- Communication support to District Champions, as part of the DDM; and
- Communication support to the IMC on Local Government Elections (LGE) for public awareness and state of readiness for the democratic LGE in 2021.

In the midst of the COVID-19 pandemic in the 2021/22 financial year, there was a solid willingness from many social partners and stakeholders across the country to ensure that channels of direct communication with communities remained opened and available.

This communication centred on the continued application of non-pharmaceutical measures and behavioural changes required to combat the spread of COVID-19 as well as the importance of vaccination. As a result, solid communication partnerships were formed with community formations, business, organised labour, faith and traditional leadership structures as well as health practitioners from across the spectrum.

This was not only at a national level through the establishment of the NCP, but with local influencers from these formations being active messengers and advocates for behavioural change in communities.

The net result was support from these partners in cash or kind, as they added their suite of communication platforms and channels to the overall communication effort to reach all South Africans.

These partnerships are especially relevant given the extent of government's programme and the stretch this imposes on the GCIS's limited resources. Partnerships have contributed immensely in ensuring the GCIS provides sustainable communication campaigns relating especially to priority areas such as GBVF.

The GCIS also relies on communications units in departments or entities to be able to provide effective communication, especially on departmental programmes. Part of the success in the 2021/22 financial year was the sustained expansion of virtual meetings of communication clusters but also technical support meetings of forums of DGs which strengthened coordination efforts in coherent communication.

The GCIS establishes interdepartmental and intergovernmental communication operations room to direct the crisis communication which would have been declared. Such a team was put in place when the July 2021 public protests happened. Additionally, an intensive effort to monitor fake and misleading news was mounted on social media and a rebuttal strategy put in place. While this is a complex and fast-moving terrain, the strategy adopted by the GCIS and government partners was able to rapidly identify and mark fake, misleading or inaccurate information being circulated on social media platforms.

Annually, the GCIS commissions or procures research to assess the mood of the country and provide a state of affairs on areas to consider as government refocuses on key priority areas. According to an extract from Ipsos<sup>1</sup> Government Performance Barometer, which provided insights into the mood in the country, South Africans continue to face the hardship of unemployment, crime and corruption, and GBVF.

Ipsos findings help the GCIS to determine communication areas that should be enhanced. The recent edition of Ipsos found that 62% of South Africans complemented government for motivating South Africans to get vaccinated. Thirty-three percent (33%) of South Africans remain optimistic about government's performance in fighting violence against women and children.

The continuous tracking of research confirms that government communication should continue providing the public with credible messages of hope and reliable information that will empower them to change their circumstances.

<sup>1</sup>Ipsos is a multinational market research and consulting firm.

The outbreak of the COVID-19 pandemic negatively affected the implementation of the initial 2019-2024 MTSF. It necessitated the need to revise the framework and consider its impact on the social and economic environment. The national lockdown put further pressure on a depressed economy that was already in a technical recession. The economy was reported to have declined by 6,4% in 2020.

The revised MTSF was issued in October 2021. The significant shift from the previous 2019-2024 MTSF to the revised MTSF is the inclusion of the elements of implementation, coordination, resourcing, partnership and social compacting. The approach is results-driven and seeks to ensure transparency and accountability in the implementation of government programmes. The revised MTSF compliments the initial 2019-2024 version which lays out a package of interventions and targets needed to support the achievement of the overarching goals of the National Development Plan (NDP).

The revised MTSF introduced a new indicator on the role of government communication in building an informed and empowered citizenry. A more frequent and better-quality information dissemination and communication about government performance can improve the collaborative approach between government and its citizens in the service-delivery programme.

The new MTSF indicator seeks to measure the percentage compliance with the Government Communication Policy, which was developed by the GCIS and approved by Cabinet in 2018. The inclusion of this indicator in the MTSF required the GCIS to amend its Strategic Plan and include an outcome indicator aligned to the MTSF commitment over the five-year period of the Strategic Plan.

Linked to the strengthening of the policy position on communication, the GCIS has embarked on a process to develop a White Paper Policy whose critical provision will lead to the development of a possible public communication Bill, which seeks to enforce the constitutional mandate of information and communication between government and its citizens.

The White Paper builds on the existing NCSF and the Government Communication Policy adopted by Cabinet. Furthermore, the implementation of media bulk-buying service at the GCIS, which was designed to realise advertising saving on behalf of government, remains elusive as this is largely a voluntary activity across government.

The policy will build on successes of the collaborative communication campaigns led by the GCIS with all stakeholders, including departments in the three spheres of government. The White Paper will introduce a new policy regime, accompanying law, regulations and where necessary, the requisite institutions to support the dissemination of information to citizens.

The GCIS is committed to its mission of delivering effective strategic government communication; setting and influencing adherence to standards and coherence of messages, and proactively communicating with the public about government policies, plans, programmes and achievements.

The GCIS executes this mission in a competitive and rapidly changing communications environment. Government communications activities are not limited to national boundaries, given that audiences around the world have access to all publicly available content originated in South Africa. Thanks to the ease and affordability of online publishing and the widespread adoption of social media, citizens and stakeholders

operate their platforms that have the ability or inclination to underscore or undermine government's agenda.

The evolving democratisation of publishing – through social media, primarily – is a significant development in the dissemination and receipt of information that empowers and inspires people. This development has over recent years progressively facilitated and expanded, in some instances, more cost-effective reach for government messaging.

But, as with all human inventions, this development is also being misused by some in the form of misinformation, disinformation, calls to insurrection and attacks on institutions and individuals that come with limited accountability.

Audiences are also able to compare the performance, personality and creativity of government communications from South Africa with that of governments or public institutions elsewhere on the continent or around the world. The GCIS is meant to serve citizens and the international community using all the available media platforms. This also goes to the advent of the digital space as the medium of communication such as Facebook, Twitter, Instagram and Facebook.

In the 2022/23 financial year, the GCIS will undertake its mission in the context of the halfway point in the term of the Sixth Administration, and in a year in which government's record of delivery is likely to attract close scrutiny.

It is a year in which economic challenges are likely to persist, even as the country moves towards greater personal freedom and economic activity with the anticipated lifting – at the time of writing – of the National State of Disaster.



The GCIS will, in line with government's priorities for the year, focus its attention on:

- government's efforts to build a social compact in support of economic reconstruction and recovery, and in which government and social partners with act decisively to address unemployment and poverty;
- defending the country against attempts to undermine the constitutional order and destabilise our democracy;
- building a capable developmental state with an effective and ethical public service that underpins transformation in the country, and
- working for a better Africa and a better world.

Another critically instructive guide is the message that emerged from citizens in the 2021 LGE around service delivery, corruption and other challenges which are reflected in the low levels of trust in public institutions and in the administration seen in public opinion research.



## 6.2 Internal Environment

The GCIS has demonstrated great resilience over the last two years. Despite the COVID-19 National State of Disaster restrictions and the varying levels of the risk-adjusted response strategies, the staff of the organisation continued to deliver and implement the mandate of the department derived from the Constitution of the Republic of South Africa of 1996.

The department managed to reduce the vacancy rate from 8.44% in the 2020/21 financial year to 6.32% by 28 February 2022. The three new DDGs assumed duty on 1 March 2022. Overall, the department experienced a turnover rate of 5.95% between 1 April 2021 and 28 February 2022.

In support of the ambitions of the Presidential Youth Employment Programme, the department recruited 22 graduate interns during the 2021/22 financial year to alleviate unemployment amongst young graduates and provide opportunities to gain work experience. Representation of youth in the department was improved through the employment of 10 graduate interns into permanent vacant positions and this increased the representation of youth by one percentage point from 30.1% in 2020/21 to 31.2% during 2021/22.

To enhance the achievement of Employment Equity (EE) targets, the GCIS designated a certain number of posts to promote representivity. This was achieved through targeted recruitment and partnership with institutions for persons with disabilities. Eight employees from designated groups were recruited during the reporting period. The national target of 2% was achieved at 3.22%, exceeding the national target by 1.22%. Women representation at Senior Management Service (SMS) level was achieved at 55%.

The department will continue to mitigate the structural challenges through reprioritisation and possible redefining of job profiles in line with organisational needs. Through implementation of the Recruitment Plan, informed by the MTEF HR Plan, the department will continue to recruit and retain a suitably qualified, capable and skilled workforce aligned to the EE targets of the department and maintain the vacancy rate below 10% as prescribed by the Department of Public Service and Administration (DPSA).

Thirty-six graduate interns will be recruited during the 2022/23 financial year for 24 months. The interns will be exposed to working areas not limited to creative concept development, copy and scriptwriting, radio advert production, graphic design, video production and photographic services, all of which are in great demand and usage in the communications sector.

Efforts continue on transforming the skills and relevance of HR aligned with the 4IR ambitions of the organisation. A list of Hard-to-Fill Skills relevant to the GCIS and broader communications environment was developed in 2021/22. The WSP of 2022/23 will continue to prioritise training in areas such as Artificial Intelligence; Big Data Analytics; Business Impact Analysis; Business Intelligence; Business Process Mapping; Cloud Computing; Cyber Security; Digital Transformation; Infographics and Animated Gifts; Social Media and Digital Marketing; Smartphones As An Essential Social Media Tool; Graphic Design; Creative Writing; Drone Operation Licence; Information and communication technology (ICT) infrastructure; Internet of Things; Problem-Tree Analysis; Communication; Customer-Centric; Emotional Intelligence, and Foresighting and Forecasting. E-learning programmes will be encouraged to minimise physical contact.

To effectively manage Employee Health and Wellness programmes in the workplace, the GCIS plans to continue increasing awareness to assist with curbing high staff absenteeism arising from poor personal financial management, substance abuse, stress, depression and trauma, which may have been exacerbated by the COVID-19 pandemic and other factors. Similarly, the department will continue to provide psycho-social counselling, and conduct health screening for HIV and AIDS and non-communicable diseases through an independent service provider.

The department plans to finalise and implement the Ethics Risk Mitigation Plan as informed by the outcomes of the Ethics Survey baseline assessment that was concluded in the 2021/22 financial year.

In the 2021/22 financial year reporting period, the Information Management and Technology (IM&T) unit ensured that Information Management systems were maintained and updated in line with requirements from the GCIS business units. Service-level uptimes were also maintained by the State IT Agency (SITA) on the IT infrastructure of the GCIS based on the agreed service level standards although there were some incidents of downtime experienced due to load-shedding. These were all managed as part of the BCM plans of the department. The IM&T unit also ensured that all software licences were renewed, including MS and security software.

Virtual meeting tools and electronic forms, design and submission tools were maintained and updated where necessary. End-of-life servers and computers were also replaced during this period. Software licence renewals will continue in the next performance period. All SITA service-level agreements will be maintained. Further enhancements will be made to in-house systems in line with the Information Management Master Systems Plan.

The IM&T unit reported quarterly on Information Management systems projects and IT availability to the IM&T Steering Committee, in line with the GCIS IM&T corporate governance policy framework. The IM&T Steering Committee is responsible for the corporate governance of IM&T and is tasked with ensuring that all IM&T initiatives add value and are in line with the needs of the GCIS.

Subject to the availability of funds, the end-of-life technology refresh will also continue to be done in the next performance period building on the over R500 000 spent in replacing four end-of-life servers in the 2021/22 financial year. The IT section will procure a backup and recovery system to improve the efficiency of the GCIS's data backup process. The feasibility of the adoption of cloud-based technologies like MS Office 365 will also be considered in line with the GCIS bandwidth capacity implications.

The primary role of Internal Audit is to contribute to the betterment of the system of governance. For its continued impactfulness, Internal Audit will capitalise on the proven track-record of working successfully with all key stakeholders to ensure the broad goals of the GCIS as they relate to (i) strategy, (ii) operations, (iii) compliance, and (iv) reporting are realised in the medium to long term. Collaboration has resulted in the GCIS turning the tide of inconsistent and modified audit opinions in the past to achieve and maintain clean audits for the past seven years – with Internal Audit playing a critical role as an early-warning system. In the same period of clean audits, the GCIS also observed an improvement in its operational performance.

The adoption of 4IR technologies means the Internal Audit team will have to acquire new skills to implement a hybrid audit approach that includes

remote auditing (with increased automation and digitisation), as well as tackle the opportunities and associated risks brought about by 4IR technologies as they are gradually deployed in the department's operating environment.

Internal Audit will continue to work closely with all auditees to help strengthen the culture of compliance. Of particular importance will be a partnership with the ERM, and Legal and Compliance units to reflect and share observations from these different areas as separate but complementary sections, as well as jointly sharing with the rest of the department, the insights arising from combined efforts as part of the combined assurance plan.

Internal Audit is also tasked with providing secretariat support to the Audit Committee to ensure that it continues to fulfil its mandate of overseeing the work of management and auditors, and to make recommendations to strengthen the system of governance, risk management and internal controls. The implementation of the Internal Audit annual plan approved by the Audit Committee in March 2021 for the 2021/22 financial year was at 75% by December 2021 and it is anticipated that all the annual targets will be met by the end of the financial year.

All the audit engagements are scheduled and implemented in ways that address not just key risks that can negatively impact the Auditor-General of South Africa audit outcomes, but also to enable the GCIS to serve its core clients better, who are the citizens of South Africa.

The GCIS has an established ERM unit as required by Section 38(1)(a)(i) of the PFMA of 1999, and in line with the Public Sector Risk Management Framework whose work is overseen by the ERMIC.

The ERM Council advises the Accounting Officer on matters of risk management in fulfilling the mandate as required by the Act. A new independent ERM Council Chairperson and one additional member were appointed in January 2022 to provide advisory and expert services on risk management matters. The ERM Council discharges its responsibilities in compliance with the ERM Council Charter. The committee held five meetings during the 2020/21 financial year, which are conducted quarterly.

The department has approved ERM governance documents such as the ERM Policy, ERM Strategy, ERM Council Charter, ERM Appetite and Tolerance Framework, ERM Appetite and Tolerance standards which are reviewed annually. The Fraud Prevention Policy, Strategy and Whistle-Blowing Policy are also in place.

The department conducted its annual risk assessment for the 2021/22 financial year. The reviews for the 2022/23 financial year are underway. Key risk indicators have also been developed in line with identified risks and are monitored quarterly.

In the 2021/22 financial year, the department appointed 38 risk champions, inclusive of the nine provincial offices, who provide support with risk management processes. The risk champions hold their Risk Champions Committee meetings quarterly.

The risk management maturity assessment conducted in 2021 has provided a rating of five and this is an improvement compared to the rating of 2.8 obtained in 2019 and a rating of 3.9 obtained in 2020.

As per the outcomes of the risk maturity assessment, the areas for improvement were indicated on Project Risk Assessment, Training and Awareness, Capacity and Risk Culture. The ownership of risk at executive

management level is mature as opposed to the operational level of the organisation. Low levels of maturity in terms of risk culture influence the behaviour and attitudes of employees towards risk management.

The limited awareness among employees has led to increased training efforts aimed at ensuring that employees understand their roles and responsibilities in risk management and for them to accept these responsibilities to mitigate risks identified throughout the organisation.

BCM in the GCIS is overseen by a steering committee chaired by the DDG: Corporate Services. The BCM Steering Committee (BCMSC) reports to the ERM Council quarterly. The members of the BCMSC are senior managers from critical business units. The BCMSC meets a minimum of four times a year and meetings are held quarterly or as circumstances may necessitate.

The department has an approved BCM Policy, BCMSC terms of reference and a Business Continuity Plan which is reviewed annually. A benchmark exercise was conducted with the Government Pensions Administration Agency and Gauteng Provincial Department of Human Settlements to increase the maturity on BCM processes. After the benchmark, a need was identified to conduct the Business Impact Analysis and develop the BCM Strategy to improve the BCM processes in the department.

This will be undertaken extensively in the 2022/23 financial year. Training on up-to-date practices is important in maintaining the business integrity of GCIS operations. Training for all BCMSC members was undertaken in December 2021 and January 2022 through Dimension Data; industry experts in BCM.

For the previous financial year, the Directorate: Legal Services finalised the Regulatory Universe and in the 2022/23 financial year plans to conduct legal compliance monitoring quarterly to assess the compliance status of the GCIS. The purpose of the compliance monitoring exercise is to assess/gauge the department's level of compliance with applicable legislation.

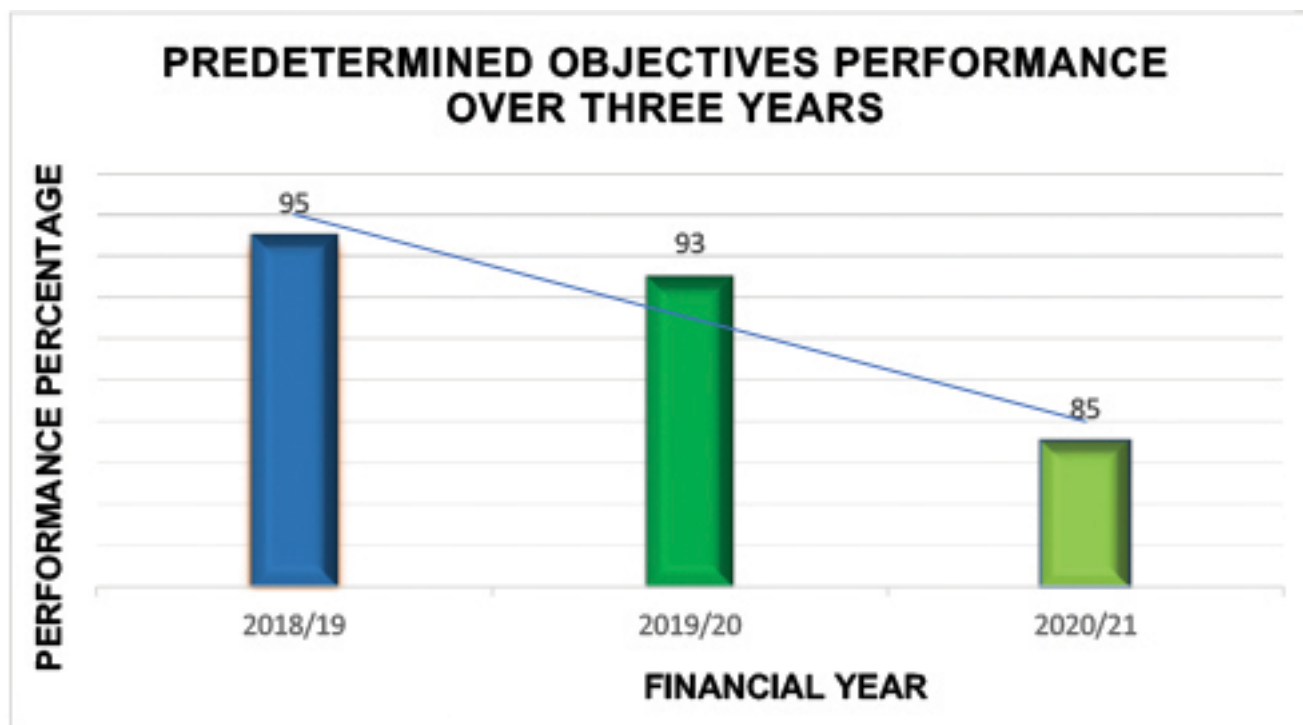
Where non- or partial compliance is detected, corrective measures will be taken and management alerted through its various governance committees to monitor and ensure compliance in those areas of non- or partial compliance. A 100% legal compliance will assist the department not to get any negative audit findings on legal compliance as this is one leg of the combined assurance system for the department.

One litigation matter was finalised during the financial year and a new litigation matter was received. The development of the MDDA Bill is ongoing and the Directorate: Legal Services has completed the first draft for consultation with relevant stakeholders.

The GCIS maintained its clean audit outcome and unqualified audit opinion for the 2020/21 audit. Performance against predetermined objectives was at 85% overall. The department had 47 performance indicators of which 40 were achieved.

All the underachieved targets were impacted by the COVID-19 lockdown regulations, particularly regarding mass gatherings and limitation on public interaction. Graph 1 below shows trends in performance against predetermined objective in the 2018/19, 2019/20 and 2020/21 financial years.





**Graph 1: Trends in performance against predetermined objectives in the 2018/19, 2019/20 and 2020/21 financial years.**

The Annual Report was tabled to Parliament by 30 September 2021. Quarterly performance reports on the approved APP for 2021/22 were submitted within 30 days of the end of each quarter to the Department of Planning, Monitoring and Evaluation (DPME) up to 31 January 2022. The GCIS complied with National Treasury requirements in the formulation and submission of the 2022 MTEF, 2022 Estimates of National Expenditure (ENE) and the 2021 Adjusted ENE as well as the submission of in-year monitoring reports and COVID-19 spending reports within the prescribed time periods. The GCIS managed to reprioritise the budget allocation to ensure resource allocations met the priorities set by the department while adhering to expenditure control.

The Chief Directorate: CFO supported management in ensuring adherence to financial management controls and strengthen financial management systems through the Budget Committee and Management Committee (MANCO) for deliberation and decision-making. As at 31 January 2022, the department had compiled and submitted three Interim financial statements to National Treasury within the prescribed time periods.

Since the declaration of the COVID-19 pandemic as a national disaster, the Chief Directorate: CFO supported management in ensuring that the department adheres to the Disaster Management Act, 2002 (Act 57 of 2002) and measures put in place

to prevent and combat the spread of COVID-19. This included the procurement of compliant personal protective equipment items such as masks, sanitisers and disinfectants, and ensuring that all office buildings adhere to the Occupational Health and Safety Act, 1993 (Act 85 of 1993), and are disinfected and deep cleaned regularly. The department will continue to effect regular disinfecting of the building while staff adhere to all protocol measures such as wearing masks, undergoing temperature scanning, sanitising regularly, washing hands and keeping a safe social distance.

In consultation with the Chief Directorate: Entity Oversight, the Office of the CFO convened the monthly and quarterly performance review meetings of the MDDA and Brand SA in ensuring that sound financial management controls and systems are in place and implemented, spending is aligned with government priorities, and that sound corporate governance practices are exercised and maintained at all times.

Remote working due to COVID-19 posed a serious challenge for the department as the payment of suppliers within 30 days was affected. This is due to some of the payment processes not being fully automated, transversal financial systems being inaccessible outside the Local Area Network/Wide Area Network environment as well as the closure of the office building for decontamination and deep-cleaning processes.

To address the challenge of not being able to pay suppliers within 30 days, the subprogramme (in collaboration with the IM&T unit) is in the process of developing an invoice-tracking system and service provider management system. This will be finalised in the 2022/23 financial year.

The Directorate: Supply Chain Management (SCM) will ensure compliance with procurement practices within legislative prescripts to prevent fruitless, wasteful and irregular expenditure, and to ensure fair, equitable, transparent, competitive and cost-effective procurement. The GCIS is in the process of obtaining a Broad-Based Black Economic Empowerment (B-BBEE) verification certificate in accordance with legislation.

The department is committed to economic growth by implementing measures to support the general industry and especially to advance the development of small, medium and micro enterprises and historically disadvantaged individuals. Greater participation in the economy and more diversified representation is essential. The GCIS supports and promotes procurement where ownership of companies is vested in women, youth and persons with disabilities. The department's procurement policy further promotes local enterprises in specific provinces, regions, local authorities or in rural areas as well as products that are locally produced.

The Directorate: Security and Facilities Management manages office accommodation and the related lease agreements of the GCIS head office and nine GCIS provincial offices. They will ensure suitable office accommodation in accordance with desired needs and will participate in the procurement of office space for the GCIS in consultation with the Department of Public Works and Infrastructure. Office relocations will be coordinated in accordance with the requirements of the Chief Directorate: Provincial and Local Liaison (PLL) when contracts expire.

Security audits are regularly done by the South African Police Service. Although most security challenges were addressed, security audits will continue to

ensure compliance with legislation. The directorate will monitor the operations of security systems, provide physical security services and monitor access control in the premises. The department entered into a new security contract for the next three years to ensure security services at head office and the nine provincial offices.

The department has a vibrant Internal Communication function which continues to serve as an information desk for employees and disseminates information that empowers employees to participate in government programmes.

Apart from ensuring a wider coverage of all government priorities, concerted efforts were made to support GCIS-initiated communication campaigns on GBVF, fighting corruption, ERRP, professionalisation of the Public Service and job creation. In the 2021/22 financial year, Internal Communication embarked on robust communication sensitising and advocating for compliance with COVID-19 protocols and encouraging employees to vaccinate by highlighting the positive benefits of vaccines.

As part of supporting government's efforts in fighting fraud and corruption, Internal Communication embarked on an awareness drive aimed at amongst others, promoting good ethics, educating employees to what the GCIS has put in place to curb corruption, what constitutes fraud and/or corruption, and popularising the GCIS Ethics Officer. Government success stories where prosecution was secured were shared as a demonstration that the fight against corruption can be won. Together with the ERM unit, Internal Communication hosted a successful Anti-Corruption Day which included support from the Special Investigating Unit and the Office of the Public Protector.

The prevalence of GBV has been labelled a parallel pandemic ravaging South African society. In support of promoting a stop to GBV and harassment in the GCIS, messages were developed and shared. These messages are targeted at men and what men in the GCIS can do to end the scourge. Colleagues were sensitised to the dangers of keeping quiet when they know something bad is happening.

Some of the mediums used in the dissemination of messages included the *Let's Talk* newsletter, the weekly *Hot News* bulletin, YouTube inserts and the creative use of infographics through computer screen slides and posters.

Internal Communication publicises the work of sections as part of promoting sound corporate governance. The section initiated an awareness campaign on record-keeping and this saw the usage of the Enterprise Document Management System (SharePoint) gradually improving. Good record-keeping is essential in the overall maintenance of the clean audit outcome of the department.

In the 2022/23 financial year, the section will embark on a campaign to communicate the achievements of the priority areas of the current administration. With COVID-19 still causing disruptions to government and business activities, communication will aim at educating employees on how they can play a part in ensuring minimum interruptions and improved service delivery. It will also explore opportunities to improve the effectiveness of information delivery by using modern means of communication and streamline its offerings by implementing a centrally controlled digital signage solution, taking into account the GCIS's aspirations to embrace the 4IR.

### 6.3 Organisational Structure

The GCIS implements its mandate through the following three programmes, each headed by a DDG.

#### 6.3.1 PROGRAMME 1: Administration

**Purpose:** Provide strategic leadership, management and support services to the department.

**Subprogramme 1.1:** Departmental Management

**Subprogramme 1.2:** SPRMPMR

**Subprogramme 1.3:** HR

**Subprogramme 1.4:** IM&T

**Subprogramme 1.5:** Financial Administration

**Subprogramme 1.6:** Internal Audit

#### 6.3.2 PROGRAMME 2: Content Processing and Dissemination

**Purpose:** Provide strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness of government communication.

**Subprogramme 1.1:** Management

**Subprogramme 1.2:** Products and Platforms

**Subprogramme 1.3:** Policy and Research

**Subprogramme 1.4:** Communication Service Agency (CSA)

**Subprogramme 1.5:** Entity Oversight

**Subprogramme 1.6:** Media Policy

#### 6.3.3 PROGRAMME 3: Intergovernmental Coordination and Stakeholder Management

**Purpose:** Implementation of development communication through mediated and unmediated communication, and sound stakeholder relations and partnerships.

**Subprogramme 1.1:** Management

**Subprogramme 1.2:** Media Engagement

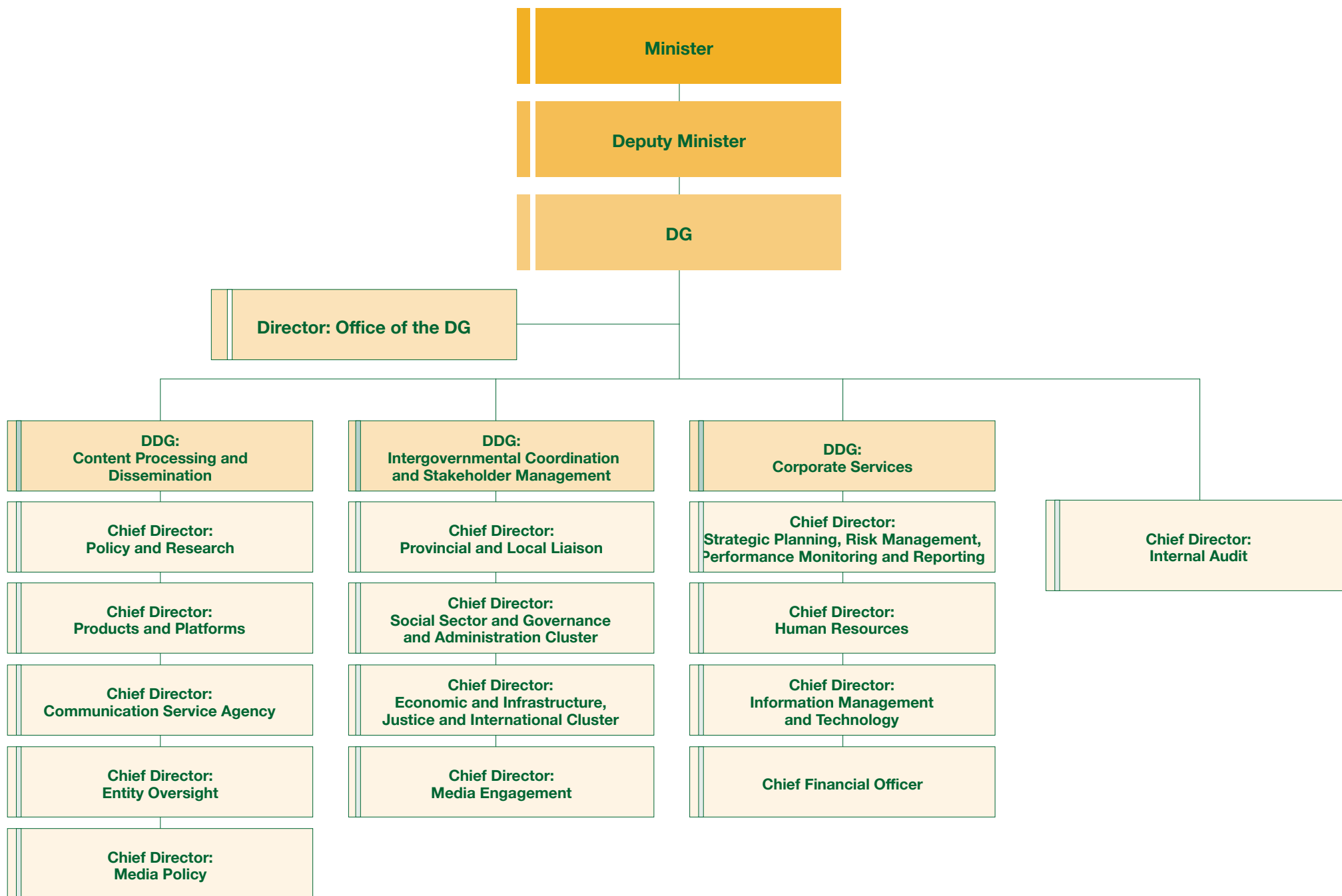
**Subprogramme 1.3:** Cluster Communication

**Subprogramme 1.4:** PLL









## 7. OVERVIEW OF 2022/23 BUDGET AND MTEF ESTIMATES

Budget summary						
R thousand	2022/23				2023/24	2024/25
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
MTEF allocation	R'000	R'000	R'000	R'000	R'000	R'000
Administration	177 251	176 639	50	562	176 052	184 062
Content Processing and Dissemination	411 706	155 501	254 944	1 261	410 871	428 953
Intergovernmental Coordination and Stakeholder Management	130 954	129 655	10	1 289	127 939	133 815
<b>Total expenditure estimates</b>	<b>719 911</b>	<b>461 795</b>	<b>255 004</b>	<b>3 112</b>	<b>714 862</b>	<b>746 830</b>
Executive Authority	Minister in The Presidency					
Accounting Officer	GCIS					
Website address	<a href="http://www.gcis.gov.za">www.gcis.gov.za</a>					

Detail of departmental receipts							
Economic classification	Audited outcome			Revised estimate	Medium term receipts estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Sales of goods and services produced by department</b>	<b>2 240</b>	<b>1 149</b>	<b>871</b>	<b>1 042</b>	<b>3 742</b>	<b>4 742</b>	<b>4 742</b>
Sales of goods and services produced by department (excl. capital assets)	2 239	1 149	870	1 041	3 741	4 741	4 741
Sales by market establishments	145	140	146	150	150	150	150
<i>Mark Establishment: Rental Parking Covered &amp; Open</i>	<i>145</i>	<i>140</i>	<i>146</i>	<i>150</i>	<i>150</i>	<i>150</i>	<i>150</i>
Other sales	2 094	1 009	724	891	3 591	4 591	4 591
<i>Services rendered: Commission on insurance &amp; Garnishee</i>	<i>75</i>	<i>81</i>	<i>77</i>	<i>86</i>	<i>86</i>	<i>86</i>	<i>86</i>
<i>Sales: Departmental Publications &amp; Production</i>	<i>2 019</i>	<i>928</i>	<i>647</i>	<i>805</i>	<i>3 505</i>	<i>4 505</i>	<i>4 505</i>



Sales of scrap, waste, arms and other used current goods (excl capital assets)	1	-	1	1	1	1	1
Sales: Waste Paper	1	-	1	1	1	1	1
<b>Interest, dividends and rent on land</b>	<b>285</b>	<b>321</b>	<b>92</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>
Interest	285	321	92	52	52	52	52
<b>Financial transactions in assets and liabilities</b>	<b>557</b>	<b>257</b>	<b>92</b>	<b>189</b>	<b>189</b>	<b>189</b>	<b>189</b>
Receivables	536	205	81	40	40	40	40
Other receipts	21	52	11	1 49	149	149	149
<b>TOTAL DEPARTMENTAL RECEIPTS</b>	<b>3 082</b>	<b>1 727</b>	<b>1 055</b>	<b>1 283</b>	<b>3 983</b>	<b>4 983</b>	<b>4 983</b>

## Expenditure estimates

## Government Communication and Information System

Programmes	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Administration	155 341	167 654	177 791	178 752	177 251	176 052	184 062
Content Processing and Dissemination	375 666	389 860	416 339	451 775	411 706	410 871	428 953
Intergovernmental Coordination and Stakeholder Management	112 651	118 109	117 980	126 903	130 954	127 939	133 815
<b>Total</b>	<b>643 658</b>	<b>675 623</b>	<b>712 110</b>	<b>757 430</b>	<b>719 911</b>	<b>714 862</b>	<b>746 830</b>
Change to 2021 Budget Estimate							

## Economic classification

<b>Current payments</b>	<b>404 123</b>	<b>427 302</b>	<b>490 196</b>	<b>504 664</b>	<b>461 795</b>	<b>455 778</b>	<b>476 346</b>
Compensation of employees	242 512	260 845	267 573	280 745	282 088	275 218	287 579
Goods and services	161 611	166 457	222 623	223 919	179 707	180 560	188 767
of which:							

<i>Advertising</i>	4 389	2 663	57 563	54 063	4 522	4 513	4 790
<i>Audit costs: External</i>	2 600	2 585	2 753	3 104	3 150	3 236	3 398
<i>Communication</i>	7 928	8 552	9 646	10 805	11 305	11 415	11 531
<i>Computer services</i>	12 795	16 310	15 180	16 368	18 535	18 439	19 204
<i>Contractors</i>	3 707	2 369	1 911	2 440	2 906	2 946	2 956
<i>Agency and support / outsourced services</i>	4 459	7 527	5 776	6 487	6 306	6 266	6 371
<i>Operating leases</i>	53 404	53 239	63 133	59 873	61 372	61 580	64 323
<i>Property payments</i>	8 690	9 481	10 870	11 244	12 725	13 202	13 608
<i>Travel and subsistence</i>	19 361	21 032	11 368	15 341	16 310	16 936	18 585
<i>Operating payments</i>	35 584	25 689	30 156	30 713	29 781	29 464	30 887
<b>Transfers and subsidies</b>	<b>232 284</b>	<b>240 398</b>	<b>213 753</b>	<b>247 747</b>	<b>255 004</b>	<b>256 625</b>	<b>268 013</b>
Departmental agencies and accounts	231 138	239 747	211 823	246 447	255 004	256 625	268 013
Households	1 146	651	1 930	1 300	-	-	-
<b>Payments for capital assets</b>	<b>7 149</b>	<b>7 839</b>	<b>8 129</b>	<b>5 019</b>	<b>3 112</b>	<b>2 459</b>	<b>2 471</b>
Buildings and other fixed structures	123	412	45	70	-	-	-
Machinery and equipment	7026	7 427	8 084	4 949	3 112	2 459	2 471
Software and other intangible assets	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>102</b>	<b>84</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>643 658</b>	<b>675 623</b>	<b>712 110</b>	<b>757 430</b>	<b>719 911</b>	<b>714 862</b>	<b>746 830</b>

The GCIS is allocated R719.9 million in 2022/23, R714.9 million in 2023/24 and R746.8 million in 2024/25. Transfer payments to public entities, Brand SA and the MDDA, are included under Programme 2: Content Processing and Dissemination and amount to R254.9 million in 2022/23, R256.6 million in 2023/24 and R268 million in 2024/25. Transfer payments to the aforementioned two public entities (36%) and compensation of employees (39%) comprise on average 75% of the budget over the medium term while 75% of the department's allocation over the medium term is shared between the Programme: Content Processing and Dissemination and Programme: Intergovernmental Coordination and Stakeholder Management, and 25% in the Programme: Administration. The department's funded establishment is expected to be 467 permanent posts. Spending on Goods and Services over the medium term is expected to be primarily on operating leases which comprise mostly of the lease of office accommodation, operating payments that relate mainly to the publication and distribution of the fortnightly *Vuk'uzenzele* newspaper, travel and subsistence which relate mainly to the covering of events of the President and Deputy President, and computer services in respect of transversal systems, data lines software licences and subscriptions. Over the medium term the department will focus on coordinating and professionalising government communication and making it as cost-effective as possible.

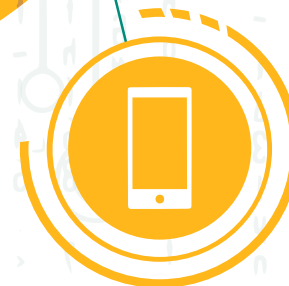
### Goods and services expenditure trends and estimates

Programmes	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Administrative fees	350	1 748	2 489	1 947	2 174	2 226	2 246
Advertising	4 389	2 663	57 563	54 063	4 522	4 513	4 790
Minor assets	378	401	1 409	283	329	305	344
Audit costs: External	2 600	2 585	2 753	3 104	3 150	3 236	3 398
Bursaries: Employees	530	351	712	458	500	500	500
Catering: Departmental activities	1 063	1 084	59	736	509	510	592
Communication	7 928	8 552	9 646	10 805	11 305	11 415	11 531
Computer services	12 795	16 310	15 180	16 368	18 535	18 439	19 204
Consultants: Business and advisory services	107	4 458	195	484	447	457	467
Legal services	382	89	2 143	299	167	180	181
Contractors	3 707	2 369	1 911	2 440	2 906	2 946	2 956
Agency and support/outsourced services	4 459	7 527	5 776	6 487	6 306	6 266	6 371
Fleet services (including government motor transport)	966	2 070	3 094	2 219	1 736	1 723	1 735
Consumable supplies	743	967	934	1 181	1 347	1 029	1 260
Consumables: Stationery, printing and office supplies	2 371	3 068	2 360	4 467	4 190	4 220	4 353
Operating leases	53 404	53 239	63 133	59 873	61 372	61 580	64 323
Rental and hiring	44	9	32	16	20	19	20
Property payments	8 690	9 481	10 870	11 244	12 725	13 202	13 608
Travel and subsistence	19 361	21 032	11 368	15 341	16 310	16 936	18 585
Training and development	1 421	1 796	830	1 333	1 326	1 344	1 366
Operating payments	35 584	25 689	30 156	30 713	29 781	29 464	30 887
Venues and facilities	339	69	10	180	50	50	50
<b>Total</b>	<b>161 611</b>	<b>166 457</b>	<b>222 623</b>	<b>223 919</b>	<b>179 707</b>	<b>180 560</b>	<b>188 767</b>



<b>Transfers and subsidies expenditure trends and estimates</b>								
<b>Programmes</b>	<b>Audited outcomes</b>			<b>Adjusted Appropriation</b>	<b>Medium term expenditure estimate</b>			
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	
<b>R thousand</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	
Departmental agencies and accounts								
Departmental agencies (non-business entities)								
<b>Current</b>	<b>231 138</b>	<b>239 747</b>	<b>211 823</b>	<b>246 447</b>	<b>246 447</b>	<b>252 016</b>	<b>253 639</b>	
Communication	39	38	43	69	60	60	60	
Brand South Africa	200 430	207 914	179 570	213 352	218 122	219 526	229 385	
Media Development and Diversity Agency	30 669	31 795	32 279	33 026	36 812	37 039	38 565	
<b>Households</b>								
<b>Social benefits</b>								
<b>Current</b>	<b>1 146</b>	<b>651</b>	<b>1 930</b>	<b>1 300</b>	-	-	-	
Employee social benefits	1 146	651	1 930	1 300	-	-	-	
<b>Total</b>	<b>232 284</b>	<b>240 398</b>	<b>213 753</b>	<b>247 747</b>	<b>255 004</b>	<b>256 626</b>	<b>268 013</b>	

# PART C: MEASURING OUR PERFORMANCE



## 8. REVISED MTSF 2019-2024 OUTCOMES LINKED TO DEPARTMENTAL OUTCOMES

<b>MTSF Priority</b>	<b>Priority 1: Capable, ethical and developmental state.</b>
<b>MTSF outcomes</b>	<b>Departmental outcomes</b>
<b>Improved leadership, governance and accountability</b>	Sound corporate governance

<b>MTSF Priority</b>	<b>Priority 1: Capable, ethical and developmental state.</b>
<b>MTSF outcomes</b>	<b>Departmental outcomes</b>
<b>Social compact and engagement with key stakeholders</b>	Informed and empowered citizens
	Transformed mainstream print and digital media, advertising and community media
	Improved relations with the media

<b>MTSF Priority</b>	<b>Priority 1: Capable, ethical and developmental state.</b>
<b>MTSF outcomes</b>	<b>Departmental outcomes</b>
<b>Functional, efficient and integrated government</b>	Well-functioning government communication system

## 9. DEPARTMENTAL PROGRAMMES

### 9.1 Programme 1: Administration

<b>Programme purpose</b>	<b>Provide strategic leadership, management and support services to the department.</b>
<b>Outcome</b>	Sound corporate governance

The programme’s functions are organised into the following five subprogrammes:

- **SPRMPMR** is responsible for developing and implementing SPRMPMR processes, procedures and systems in compliance with relevant legislation. These include coordinating the development and implementation of the department’s Strategic Plan and APP, performance monitoring and reporting, and implementing an ERM for the department.
- **HR** is responsible for strategic leadership in the implementation of the department’s HR management strategy.
- **IM&T** is responsible for the establishment and support of IM&T systems in the GCIS.
- The **CFO** provides the department with overall financial and supply chain and facility management services, and guides management in complying with legislative requirements, budget planning and administration.
- **Internal Audit** improves governance, risk management and control processes.
- **Internal Communication** provides communication services internally to the organisation on government programmes, opportunities and general matters promoting good corporate governance.
- **Legal Services** is responsible for providing effective and efficient legal services to the department in order to ensure that the interests of the department are protected against any legal risk. It is imperative for the department to consider legal compliance, not only as a risk that needs managing, but as compliance with the law as a matter of good corporate governance and ethical behaviour. The emphasis is on refocusing on value-based decision-making and not merely risk limitation.



## Subprogramme: Human Resources

## Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Sound corporate governance	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of 9.2% against the approved organisational structure was maintained	Vacancy rate of 10.49% against the approved organisational structure was maintained	Vacancy rate of 8.44% against the approved organisational structure was maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structured maintained	Vacancy rate of no more than 10% against the approved organisational structure	Vacancy rate of no more than 10% against the approved organisational structure	Vacancy rate of no more than 10% against the approved organisational structure	Vacancy rate of no more than 10% against the approved organisational structure

### Subprogramme: Information Management and Technology

#### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Sound corporate governance	Availability of IT infrastructure and systems	Number of governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	–	–	–	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee

#### Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	One governance report on the availability of IT infrastructure and systems presented to the Audit Committee	One governance report on the availability of IT infrastructure and systems presented to the Audit Committee	One governance report on the availability of IT infrastructure and systems presented to the Audit Committee	One governance report on the availability of IT infrastructure and systems presented to the Audit Committee

### Explanation of planned performance over the medium-term period.

The strategic intention of the Programme: Administration is to provide strategic direction to the organisation and integrated business solutions through transformation and innovation initiatives so as to ensure that the department remains relevant and maintain good corporate governance. The Office of the DG provides support to the Minister in The Presidency in his role as the Executive Authority to oversee the department and its public entities reporting to the Minister in The Presidency as well as managing the interface between the Ministry, Cabinet, Parliament and the department.



Embedded in this programme is good governance as well as sound internal control environment through the implementation of the risk-based internal audit plans, improved internal control mechanisms and financial reporting. The Internal Audit team effectively executes a three-year rolling plan and annual internal audit plans as well as conduct ad-hoc audits and value-add services on departmental requests to improve and maintain a clean administration.

The Programme: Administration continues to provide support for SPRMPMR across the organisation to ensure alignment and compliance to the legislative framework. The SPRMPMR has further strengthened and expanded the GCIS planning and reporting processes and system. This includes the review of the department's outcomes in 2020/21 and improvement in a range of indicators for the 2022/23 financial year as well as the introduction of mid-term review sessions and operational planning processes at subprogramme level and a Directors' Forum for better information flow and integration across the organisation.

These have all been funded under the operational budget of the programme. Through ongoing monitoring and reporting on departmental performance delivery and reporting on government priorities, advises management, the ERM and the Audit Committee on impactful delivery of outcomes within the GCIS's means and capabilities.

Our HR subprogramme ensures that all transactional and transformational HRM support services are rendered. Effective initiatives are undertaken towards enabling the department to attract, develop and retain the skills needed to deliver on its mandate. Talent management, albeit within a restricted fiscal environment, will form the basis of career

path development, including succession planning, reskilling of employees and multipronged programmes to ensure that critical skills are retained and that the vacancy rate is maintained at below 10%.

Vision 2030 of the NDP calls for a commitment to create a capable, ethical and developmental state. To enable the GCIS to engender this ambition within its own environment, the training and personal development of employees will target training opportunities that empower employees for career progression, including 4IR-related training.

Given the changing IT environment and vigilance towards cyber-attacks, the GCIS will invest in technological reforms that will propel us in delivering on the NDP, MTSF and constitutional requirements. For the 2022/23 financial year, the GCIS will invest on MS Office 365 migration and also maintain IT security software in light of cyber-security issues. Owing to the high cost of improving bandwidth and IT infrastructure in the organisation, the GCIS will approach National Treasury for baseline increase as the bandwidth and IT infrastructure costs are not a once-off expenditure but multi-year expenditure.

Focus over the medium term will be placed on:

- strengthening governance and accountability with specific focus on further maturing institutional risk management implementation, intensifying anti-corruption and ethics management;
- strengthening BCM with specific focus on further maturing institutional BCM processes, policies and assessment as well as reporting thereof;
- developing the Service Delivery Improvement Programme and strengthening integrated performance reporting with more focus on



the revised MTSF and Budget Review and recommendations reports' outcomes.

- the organisational design (organisational structure) review and reconfiguration to ensure determination of the GCIS of the future and a strategy that enables the realisation of a digital-enabled development communication approach. The DDG: Corporate Services will establish a Special Committee on Organisational Design.

Consultations on this major project have commenced internally so that the subprogrammes can guide the work of the committee towards the revision and realignment of the structure with 4IR aspirations. The outcome of these engagements will inform the committee's action plan, including in areas such as change management, working arrangements, skills and development of employees. Implementation will be monitored and reported quarterly to the MANCO and EXCO.

- coordinating the zero-based budgeting process and coordinating resource allocation to meet priorities set by the department;
- the roll-out of the Invoice Tracking System that will provide a single integrated platform for tracking invoices, monitoring payment processes, communicating with role players as well as related reporting and accountability purposes. This system is an additional component in the department's efforts to ensure that all suppliers are paid within 30 days of submission of a valid invoice;
- strengthening and monitoring compliance to the regulatory universe through the Directorate: Legal Services;

- amplifying internal communication messaging (including COVID-19 vaccination) to keep employees more informed and engaged on both internal issues and matters of national interest.

Over the medium term, the Budget Office, through Office of the CFO, will continue providing financial-related advice by monitoring revenue and expenditure trends and ensure that the department remains within spending limits approved by Cabinet. This will be achieved through in-year monitoring of expenditure of the department by Budget Committee. The Financial Administration team continues to ensure that the department closes its accounting records on the Basic Accounting System timely and with sufficient supporting documentation for accountability, compliance and audit purposes.

Vision 2030 of the NDP calls for a commitment to a procurement approach that stimulates the economy and creates jobs, and further recommends a need for oversight over tenders, prohibition of public servants from doing business with the State and making individuals liable for losses in proven cases of corruption.

To give effect to these guiding policies over the medium term, the department will focus on training employees on ethics management, amplifying internal communication on the relevant policy directives, reviewing SCM policy and strengthening SCM compliance and reporting through staff engagements and submission of procurement plan and deviations to National Treasury (through the Office of the Chief Procurement Officer (OCPO)) for publishing on a quarterly basis. The review of the SCM policy will further streamline the processes for speedy delivery of services, contribute to economic growth as well as address the challenges experienced with the current procurement system and processes

The other key priority for delivery on the 2019-2024 MTSF by the State is to ensure gender responsive budgeting and procurement reforms and policies. The development of a policy directive in preferential procurement for institutions to spend according gender, age and disability is crucial in order to support these public imperatives.

The GCIS will continue consultations with National Treasury and the OCPO as well as the Department of Women, Youth and People with Disabilities to ensure departmental policies and guidelines conform to the procurement frameworks. In order to realise cost-savings and improve administrative efficiencies and effectiveness, the GCIS will participate in relevant transversal contracts within National Treasury or other organs of state provided such awards meet the procurement process legislative frameworks.

The achievement of a clean audit relies on the daily implementation and maintenance of internal and preventative control measures, effective record keeping, correct application of accounting standards and policies, and effective monitoring and oversight function. To enable the department to maintain clean audit outcomes, all matters reported by external and internal auditors will be addressed timeously by management and continuously monitored throughout the year by the governance structures.

Furthermore, internal control measures will be put in place in all three key internal control drivers (i.e. leadership as assurance providers; financial and performance management for accountability and reporting purposes; and governance structures for compliance and oversight purposes that promote accountability and service delivery).

## Programme Resource Consideration

Expenditure estimates								
Programme 1: Administration								
	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate			
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Departmental Management	6 914	7 506	8 513	7 941	9 700	9 550	10 015	
Corporate Services	48 926	56 560	54 100	56 946	54 358	53 417	56 080	
Financial Administration	33 935	37 682	38 398	39 583	38 067	37 637	39 373	
Internal Audit	9 017	9 087	9 774	10 618	9 955	10 054	10 264	
Office Accommodation	56 549	56 819	67 006	63 664	65 171	65 394	68 330	
<b>Total</b>	<b>155 341</b>	<b>167 654</b>	<b>177 791</b>	<b>178 752</b>	<b>177 251</b>	<b>176 052</b>	<b>184 062</b>	
Change to 2021 Budget Estimate								
Economic classification								
<b>Current payments</b>	<b>152 241</b>	<b>161 870</b>	<b>173 055</b>	<b>176 169</b>	<b>176 639</b>	<b>175 739</b>	<b>183 788</b>	
Compensation of employees	67 767	72 242	72 706	78 101	74 935	73 294	76 693	
Goods and services	84 474	89 628	100 349	98 068	101 704	102 445	107 095	
of which:								
<i>Audit costs: External</i>	2 600	2 582	2 753	3 104	3 150	3 236	3 398	
<i>Communication</i>	1 481	1 493	1 487	2 440	1 953	2 027	2 104	
<i>Computer services</i>	9 490	13 773	12 622	12 176	13 824	13 820	14 361	
<i>Operating leases</i>	52 819	52 603	62 491	59 005	60 437	60 633	63 356	
<i>Property payments</i>	8 606	9 436	10 757	11 087	12 526	13 003	13 409	
<i>Travel and subsistence</i>	2 775	3 724	1 359	1 333	3 088	3 202	3 397	
<b>Transfers and subsidies</b>	<b>240</b>	<b>289</b>	<b>813</b>	<b>823</b>	<b>50</b>	<b>50</b>	<b>50</b>	
Departmental agencies and accounts	37	36	37	55	50	50	50	
Households	203	253	776	768	-	-	-	
<b>Payments for capital assets</b>	<b>2 828</b>	<b>5 495</b>	<b>3 918</b>	<b>1 760</b>	<b>562</b>	<b>263</b>	<b>224</b>	
Buildings and other fixed structures	-	313	-	70	-	-	-	
Machinery and equipment	2 828	5 182	3 918	1 690	562	263	224	
Software and other intangible assets	-	-	-	-	-	-	-	
<b>Payments for financial assets</b>	<b>32</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total</b>	<b>155 341</b>	<b>167 654</b>	<b>177 791</b>	<b>178 752</b>	<b>177 251</b>	<b>176 052</b>	<b>184 062</b>	

## 9.2 Programme 2: Content Processing and Dissemination

<b>Programme purpose</b>	<b>Provide strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness of government communication.</b>
<b>Outcome</b>	2.1 Informed and empowered citizens
	2.2 Transformed mainstream print and digital media, advertising and community media

The programme’s functions are organised into the following five subprogrammes:

- **Products and Platforms** develops content for the GCIS. Funding for the subprogramme will be used for writing assignments; printing the government newspaper, language services for products that require translation, editing and proofreading content; managing the official government and GCIS website and social media accounts; and the production of government publications. The subprogramme is also responsible for the development of the government communication strategy.
- **Policy and Research** conducts research through independent service providers to assess how government should address the public’s information needs. A knowledge base is developed and maintained for easy reference. The subprogramme also monitors media coverage of issues affecting government and the country. It further provides an analysis on how the media interprets government policies and programmes; monitors and evaluates communication in government and assesses public perceptions in relation to government performance.
- **CSA** provides media bulk-buying services and media production services to government. It also develops distribution strategies for all government communications and oversees distribution services outsourced to service providers. The subprogramme manages national government’s corporate identity. It further provides marketing and distribution services for the GCIS and other government departments.
- **Entity Oversight** monitors the implementation of policies by state-owned enterprises (SOEs), and provide guidance and oversight on their governance matters.
- **Media Policy** conducts research and develops print media, new media and communication policies.

## Planned policy initiatives over the medium term.

Planned policy initiatives	Key actions
Draft MDDA Amendment Bill	<ul style="list-style-type: none"> <li>• Submit the Draft Bill to DPME for the Socio-Economic Impact Assessment System</li> <li>• Draft MDDA Amendment Bill submitted to the Office of the State Law Advisor for pre-certification</li> <li>• Draft MDDA Amendment Bill submitted to clusters – Governance, State Capacity and Institutional Development (GSCID) and – Economic Sectors, Investment, Employment and Infrastructure Development for approval to conduct public hearings (nine provinces)</li> <li>• Draft MDDA Amendment Bill submitted to Cabinet to conduct public hearings (nine provinces)</li> </ul>
<i>White Paper on Government Communication</i>	<ul style="list-style-type: none"> <li>• Draft Framing Paper developed</li> <li>• Draft Framing Paper gazetted</li> <li>• Consultations conducted on the draft Framing Paper</li> <li>• Final Framing Paper gazetted</li> </ul>



## Subprogramme: Products and Platforms

## Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Informed and empowered citizens	Copies of <i>Vuk'uzenzele</i> newspaper	Number of copies of <i>Vuk'uzenzele</i> newspaper produced	18.7 million copies of <i>Vuk'uzenzele</i> newspaper produced	19.35 million copies of <i>Vuk'uzenzele</i> newspaper produced	14.45 million copies of <i>Vuk'uzenzele</i> newspaper were produced	15.3 million copies of <i>Vuk'uzenzele</i> newspaper produced	10.2 <sup>2</sup> million copies of <i>Vuk'uzenzele</i> newspaper produced	10.2 million copies of <i>Vuk'uzenzele</i> newspaper produced	10.2 million copies of <i>Vuk'uzenzele</i> newspaper produced
	Online editions of <i>Vuk'uzenzele</i> newspaper	Number of online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 editions of <i>Vuk'uzenzele</i> newspaper were published	22 editions of <i>Vuk'uzenzele</i> newspaper were published	22 editions of <i>Vuk'uzenzele</i> newspaper were published 13 online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 online editions of <i>Vuk'uzenzele</i> newspaper published annually
	Online <i>PSM</i> magazine	Number of online editions of <i>PSM</i> magazine published annually	11 editions of <i>PSM</i> magazine published	11 editions of <i>PSM</i> magazine published	10 editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published
	An online edition of the <i>South Africa Yearbook</i> (SAYB)	An online edition of the SAYB published annually	2017/18 annual edition of the SAYB was published	2018/19 annual edition of the SAYB was published	One online edition of the 2019/20 edition of the SAYB was published	One online edition of the 2020/21 SAYB published annually	One online edition of the 2021/22 SAYB published annually	One online edition of the 2022/23 published annually	One online edition of the 2023/24 published annually

<sup>2</sup>The number of editions of *Vuk'uzenzele* to be printed and distributed has been reduced temporarily to allow for a feasibility study to explore improved methods of distribution.

An online edition of the <i>Official Guide to South Africa</i>	An online edition of the <i>Official Guide to South Africa</i> published annually	2017/18 <i>Official Guide to South Africa</i> was published	2018/19 <i>Official Guide to South Africa</i> was published	One online edition of the 2019/20 <i>Official Guide to South Africa</i> was published	One online edition of the 2020/21 <i>Official Guide to South Africa</i> published annually	One online edition of the 2021/22 <i>Official Guide to South Africa</i> published annually	One online edition of the 2022/23 <i>Official Guide to South Africa</i> published annually	One online edition of the 2023/24 <i>Official Guide to South Africa</i> published annually
Language services requests completed	Percentage of language services requests completed	100% (2 098 out of 2 098) language services requests were completed	100% (1 724 out of 1 724) language services requests were completed	100% (2 439 of 2 439) language services requests were completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed
Stories on key government programmes and activities published on SANews <sup>3</sup>	Number of stories on key government programmes and activities published on SANews	New indicator	New indicator	New indicator	New indicator	2 800 stories on key government programmes and activities published on SANews	2 850 stories on key government programmes and activities published on SANews	2 900 stories on key government programmes and activities published on SANews
Screens reached on GCIS-managed social media platforms <sup>4</sup>	Number of screens reached on GCIS-managed social media platforms	New indicator	New indicator	New indicator	New indicator	80 million screens reached on GCIS-managed social media platforms	84 million screens reached on GCIS-managed social media platforms	88 million screens reached on GCIS-managed social media platforms
Audience reached via <i>www.gov.za</i> website	Number of page views on <i>www.gov.za</i> website	New indicator	New indicator	New indicator	New indicator	48 million page views on <i>www.gov.za</i> website	50 million page views on <i>www.gov.za</i> website	52 million page views on <i>www.gov.za</i> website

<sup>3</sup>An example of a key programme would be government's ERRP. An activity would be the launch of a Special Economic Zone or similar event. To break that down, a programme is something that could have first originated from the President's SoNA, announcing what government intends to do. The activities are the actions or implementation related to that programme. SANews reports on both, as they are interlinked.

<sup>4</sup>GovernmentZA and GCIS Facebook and GovernmentZA Twitter accounts.

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of copies of <i>Vuk'uzenzele</i> newspaper produced	10.2 million copies of <i>Vuk'uzenzele</i> newspaper produced	2.550 million copies of <i>Vuk'uzenzele</i> newspaper produced	2.550 million copies of <i>Vuk'uzenzele</i> newspaper produced	3.4 million copies of <i>Vuk'uzenzele</i> newspaper produced	1.7 million copies of <i>Vuk'uzenzele</i> newspaper produced
Number of online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 online editions of <i>Vuk'uzenzele</i> newspaper published annually	Six online editions of <i>Vuk'uzenzele</i> newspaper published per quarter	Six online editions of <i>Vuk'uzenzele</i> newspaper published per quarter	Five online editions of <i>Vuk'uzenzele</i> newspaper published per quarter	Five online editions of <i>Vuk'uzenzele</i> newspaper published per quarter
Number of online editions of <i>PSM</i> magazine published annually	11 online editions of <i>PSM</i> magazine published annually	Three online editions of <i>PSM</i> magazine published	Three online editions of <i>PSM</i> magazine published	Three online editions of <i>PSM</i> magazine published	Two online editions of <i>PSM</i> magazine published
An online edition of the SAYB published annually	One online edition of the 2021/22 SAYB published annually	Chapters of the 2021/22 SAYB updated and edited	Chapters of the 2021/22 SAYB edited and proofread	Online edition of the 2021/22 SAYB published	No target
An online of the <i>Official Guide to South Africa</i> published annually	One online edition of 2021/22 <i>Official Guide to South Africa</i> published annually	Chapters of the 2021/22 <i>Official Guide to South Africa</i> updated and edited	Chapters of the 2021/22 <i>Official Guide to South Africa</i> edited and proofread	Online edition of the 2021/22 <i>Official Guide to South Africa</i> published	No target
Percentage of language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed
Number of stories on key government programmes and activities published on SANews	2 800 stories on key government programmes and activities published on SANews	700 stories on key government programmes and activities published on SANews	700 stories on key government programmes and activities published on SANews	700 stories on key government programmes and activities published on SANews	700 stories on key government programmes and activities published on SANews
Number of screens reached on GCIS-managed social media platforms quarterly	80 million screens reached on GCIS-managed social media platforms	20 million screens reached on GCIS-managed social media platforms	20 million screens reached on GCIS-managed social media platforms	20 million screens reached on GCIS-managed social media platforms	20 million screens reached on GCIS-managed social media platforms
Number of page views on <i>www.gov.za</i> website	48 million page views on <i>www.gov.za</i> website	12 million page views on <i>www.gov.za</i> website	12 million page views on <i>www.gov.za</i> website	12 million page views on <i>www.gov.za</i> website	12 million page views on <i>www.gov.za</i> website

## Subprogramme: Policy and Research

## Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Informed and empowered citizens	Reports on perception of government priorities	Number of cluster reports on perceptions of government priorities produced	Produced 10 cluster reports per cluster per year	Produced 10 cluster reports on perceptions of government priorities	Produced 10 cluster reports on perceptions of government priorities	10 cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced
	Key messages	Percentage of requested key messages produced (excluding weekends, public holidays and holiday periods)	Produced 185 (100%) sets of key messages as per requests. (excluding weekends, public holidays and holiday periods)	Produced 164 (100%) sets of key messages as per requests (excluding weekends, public holidays and holiday periods)	Produced 103 (100%) of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)
	Opinion pieces	Percentage of requested opinion pieces produced (excluding weekends, public holidays and holiday periods)	Produced 76 (100%) of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produced 79 (100%) of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produced 60 (100%) of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)



Monitoring and evaluation Government Communication Excellence Tool (G-CET) reports on communication in government <sup>5</sup>	Number of monitoring and evaluation G-CET reports on communication in government produced	–	Three monitoring and evaluation dashboard reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	Four Monitoring and evaluation G-CET reports on communication in government
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### Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced	Five cluster reports on perception of government priorities produced	No target	Five cluster reports on perception of government priorities produced	No target
Percentage of requested key messages produced (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)
Percentage of requested opinion pieces produced (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)
Number of monitoring and evaluation G-CET reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	One monitoring and evaluation G-CET reports on communication in government produced	One monitoring and evaluation G-CET reports on communication in government produced	One monitoring and evaluation G-CET reports on communication in government produced	One monitoring and evaluation G-CET reports on communication in government produced

<sup>2</sup>The GCET is applicable to all national departments from the 2022/23 financial year. The tool will be rolled out to provincial government departments by the end of the medium term for implementation and reporting to their own provincial executives.

## Subprogramme: Communication Service Agency

## Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Informed and empowered citizens	Approved media-buying campaigns	Percentage of approved media-buying campaigns implemented	69% of approved media-buying campaigns were implemented	88% of approved media-buying campaigns were implemented	76% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented
	National events, government programmes and The Presidency's engagements profiled through photographic services	Number of national events, government programmes and The Presidency's engagements profiled through photographic services per year <sup>6</sup>	New indicator	New indicator	New indicator	New indicator	400 national events, government programmes and The Presidency's engagements profiled through photographic services	450 national events, government programmes and The Presidency's engagements profiled through photographic services	500 national events, government programmes and The Presidency's engagements profiled through photographic services
	National events, government programmes and The Presidency's engagements profiled through video services	Number of national events, government programmes and The Presidency's engagements profiled through video services per year	New indicator	New indicator	New indicator	New indicator	300 national events, government programmes and The Presidency's engagements profiled through video services	350 national events, government programmes and The Presidency's engagements profiled through video services	400 national events, government programmes and The Presidency's engagements profiled through video services

<sup>6</sup>The services are provided mainly to the President, Deputy President and Minister in The Presidency. This may at times extend to other members of the Cabinet.

Radio products	Number of radio products and services provided per year	286 radio products and services provided	271 radio products and services provided	771 radio products and services were provided	400 radio products and services provided	500 radio products and services provided	550 radio products and services provided	600 radio products and services provided
Graphic designs	Number of graphic designs completed per year	737 graphic designs completed	671 graphic designs completed	636 graphic designs completed	400 graphic designs completed	600 graphic designs completed	625 graphic designs completed	650 graphic designs completed
Marketing services	Percentage of approved marketing services requests implemented	Received and implemented 69 approved requests for marketing services (100%)	Received and implemented 84 approved requests for marketing services (100%)	Received and implemented 41 approved requests for marketing services (100%)	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented
Print products distributed	Number of GCIS print products distributed	23 print products produced by the GCIS distributed	24 print products produced by the GCIS were distributed (22 editions of <i>Vuk'uzenzele</i> newspaper, GCIS Annual Report and <i>Official Guide to South Africa</i> )	18 print products produced by the GCIS distributed (17 editions of <i>Vuk'uzenzele</i> newspaper and the GCIS Annual Report)	19 print products produced by the GCIS distributed (18 editions of <i>Vuk'uzenzele</i> newspaper and the GCIS Annual Report)	13 print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i> newspaper and the GCIS Annual Report)	13 print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i> newspaper and the GCIS Annual Report)	19 print products produced by the GCIS distributed (18 editions of <i>Vuk'uzenzele</i> newspaper and the GCIS Annual Report)

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented
Number of national events, government programmes and The Presidency's engagements profiled through photographic services per year	400 national events, government programmes and The Presidency's engagements profiled through photographic services	100 national events, government programmes and The Presidency's engagements profiled through photographic services	100 national events, government programmes and The Presidency's engagements profiled through photographic services	100 national events, government programmes and The Presidency's engagements profiled through photographic services	100 national events, government programmes and The Presidency's engagements profiled through photographic services
Number of national events, government programmes and The Presidency's engagements profiled through video services per year	300 national events, government programmes and The Presidency's engagements profiled through video services	70 national events, government programmes and The Presidency's engagements profiled through video services	80 national events, government programmes and The Presidency's engagements profiled through video services	80 national events, government programmes and The Presidency's engagements profiled through video services	70 national events, government programmes and The Presidency's engagements profiled through video services
Number of radio products and services provided per year	500 radio products and services provided	130 radio products and services provided	130 radio products and services provided	120 radio products and services provided	120 radio products and services provided
Number of graphic designs completed per year	600 graphic designs completed	150 graphic designs completed	150 graphic designs completed	100 graphic designs completed	200 graphic designs completed
Percentage of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented
Number of GCIS print products distributed	13 print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i> newspaper and the GCIS Annual Report)	Three GCIS print products distributed	Three GCIS print products distributed	Four GCIS print products distributed	Three GCIS print products distributed



### Subprogramme: Entity Oversight

#### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Sound corporate governance	Performance review and compliance monitoring report	Number of performance review and compliance monitoring reports submitted to the Minister <sup>7</sup>	–	Eight performance review and compliance monitoring reports	Eight performance review and compliance monitoring reports	Eight performance review and compliance monitoring reports	Eight performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister

#### Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister

### Subprogramme: Media Policy

#### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Transformed mainstream print and digital media, advertising and community media	MAC Sector Code reviewed and updated <sup>8</sup>	MAC Sector Code reviewed and updated and approved by the Minister in The Presidency	–	–	–	MAC Charter Council established	MAC Sector Code reviewed, updated and approved by the Minister in The Presidency	Annual Transformation Report published <sup>9</sup>	Annual Transformation Report published

<sup>7</sup> The reports focus on the performance and/or compliance of the MDDA and Brand SA that report to the Minister in The Presidency through the GCIS.

<sup>8</sup> The code was developed and published in 2016 and is reviewed only by council at four-year-intervals. The review is to ensure that the latest version aligns with changes in policy and legislation as gazetted by the dtic. The review by council requires public consultation where inputs and suggestions received will be incorporated into the new sector code.

<sup>9</sup> Once the code is developed and approved, annual reporting will then be on the progress towards the set targets and such progress is published through an Annual Transformation Report. This report is tabled by the MAC Charter Council to the Minister in The Presidency, and through the dtic, it is submitted to the B-BBEE Commission, Presidential Advisory Committee on BEE and Parliament.

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
MAC Sector Code reviewed and published in the <i>Government Gazette</i>	MAC Sector Code reviewed and updated and approved by the Minister in The Presidency	Gazette the MAC Charter for public inputs	Facilitate public consultations in nine provinces for MAC Charter Council	Coordinate inputs, analysis and develop the draft MAC Sector Codes	Revised MAC Sector Code approved by the Minister in The Presidency and submitted to the Department of Trade, Industry and Competition (the dtic) <sup>10</sup>

### Explanation of planned performance over the medium-term period.

The GCIS will strengthen its monitoring of the implementation of policies and fulfilment of mandates by Brand SA and the MDDA. The MDDA aspires to improve its position as a change and innovation agent for the media sector in the future, offering leadership that will ensure community media's long-term viability in changing times. As a result, the MDDA has examined and expects to strengthen its research, capacity building, training, advocacy and lobbying functions, although its core activity remains grant and seed funding for community media projects.

At the start of the 2022/23 financial year, the MDDA will work on research and development of a sustainability model for community and small commercial media. This will enable community media to master the fundamentals of sustaining their organisations. The process to review the MDDA Amendment Act to align it to key technological developments and good corporate governance practices is expected to be a legislative programme for the department during the 2022/23 financial year.

The purpose of amending the MDDA Act, 2002 (Act 14 of 2002) was to insert and amend certain definitions, the procedure for the appointment of Board members; to align the Act with B-BBEE and electronic communications legislations; to provide for further duties of the agency and to provide for matters connected therewith. The changes seek to improve the governance of the MDDA Board, including the fiduciary duties of the Board to move towards "best practice".

Brand SA: To address concerning levels of unemployment and low growth, South Africa needs to pursue a range of interventions to secure inclusive and sustainable growth. One of these interventions is to sustain the effort to stimulate investment in the economy by South African enterprises and global investors. Brand SA will focus its actions on the continent in the coming year in order to exploit and amplify the African Continental Free Trade Area (AfCFTA) opportunity; it will also work to improve South Africa's brand image and reputation worldwide.

Through the implementation of integrated marketing, communications, and reputation strategies in support

of major strategic worldwide activities, the entity will continue to be the Nation Brand authority. The entity will deepen this direction by creating and articulating a South African Nation Brand identity that will help the country maintain its favourable reputation and global competitiveness in the long run.

During the 2021/22 financial year, the GCIS commenced with the appointment of the B-BBEE Marketing, Advertising and Communication (MAC) Charter Council to ensure that transformation in this sector is reported and monitored. During the 2022/23 financial year, the MAC Charter Council will be corporatised.

In addition, the council will review the 2016 MAC Sector Code by embarking on public consultations in all nine provinces to align the code with the dtic [*Government Gazette* (42496) notice 303 of 2019], which amended the Codes of Good Practice Notice 36928 of 2013. Further, during the 2022/23 financial year, the GCIS is expected to also provide secretariat services to support the work of the council in accordance with the MAC Sector Code.

<sup>10</sup> In terms of the B-BBEE Act, 2003 (Act 53 of 2003), as amended, the dtic is responsible for publication through gazetting of the updated and approved code.

During the 2022/23 financial year, the GCIS will appoint a steering committee, which will be responsible for developing a Draft Print and Digital Media Transformation and Diversity Charter. Once developed and approved by the Minister in The Presidency, the draft charter will be published in a *Government Gazette* for public inputs.

The steering committee will ensure that (a) there is adherence to the all seven elements of B-BBEE legislation by the private sector; (b) evaluate the impact of COVID-19 in South Africa's mainstream print and digital media companies (c) deal with self-sustainability challenges facing the sector-based on the declining circulation and advertising revenues. The steering committee will be required to hold public consultations in all nine provinces with members of society, academia, industry, labour and all affected parties to seek inputs on what should constitute the sector code for final approval.

The mandate of the GCIS is to inform and engage South Africans on government's policies and programmes in pursuit of the NDP: Vision 2030. This is achieved through a coordinated government communication system and coherent messaging delivered to the citizens.

In September 2021, the Minister in The Presidency approved the development of a *Government Communication White Paper Policy Roadmap*. The process will strengthen government communication that will be enforceable throughout the three-spheres of government. The GCIS has commenced with the process of drafting a Discussion Document that seeks to respond to how the department can enforce the constitutional imperative of interacting with citizens for citizen-focused service delivery; and information that aligns with a developmental communication approach.

During the 2022/23 financial year, focus will be on finalising the Framing Paper, which will be consulted broadly with the government communication sector and published in a *Government Gazette* for public comment.

The White Paper Policy will strengthen the Constitution and the Public Administration Management Act, 2014 (Act 11 of 2014) communication imperatives in respect of the requirement for reliable, timeous and consistent dissemination of information to the citizens. The White Paper will result in a legislated process that will enforce the envisaged citizen-centred communication approach in government. Importantly, it will create certainty and stability by improving the regulatory capacity of the GCIS across all spheres of government.

Work will continue towards the professionalisation of communication by further institutionalisation of the G-CET, a monitoring and evaluation tool of government communication. This is part of the continuum of measures to improve capacity across the communications system. Other key elements include placing comprehensive media monitoring at the fingertips of all government departments through a range of mediums, especially the media system which allows departments to analyse their specific data and immediately have an in-depth view of how they are covered in the media.

The unit will continue providing the hard data for analysis and act as an early warning signal of key issues while exploring latest technologies. Key messages and opinion pieces continue to align communication and boost government's voice in the communication environment.



Another key element is the tracking of public opinion as well as media commentary to decipher issues and voices in the ongoing debate on government's record of performance. Bespoke tracking of confidence/trust in government with a view to providing empirical evidence on public perception – a key factor in developing responsive public policies and improving service delivery.

The findings also contribute towards building a capable and developmental state, which is a key tenet of the NDP: Vision 2030. The GCIS provides research insights to public servants on the experiences of citizens in receiving public services, as well as through knowledge management interventions to further capacitate communicators.

As government communication continues to adapt and respond towards the demands of the COVID-19 pandemic government messaging continues to be adaptive and dynamic to respond to changes in the environment. This includes the vaccine roll-out and potential resurgences in the virus against the backdrop of the country's economic recovery.

The GCIS will work with a broad range of stakeholders to ensure that messaging resonates, and that the information provided unlocks the agency of individuals and interest groups in making their own contribution to growth and development

Through *Vuk'uzenzele* newspaper, information about government programmes will be disseminated in all official languages and Braille throughout the country. To broaden its reach, the paper will also continue to grow its online presence. The annual SAYB and *Official Guide to South Africa* will be produced as e-publications. While both online publications chronicle government's achievements over the past

year, the content of the abridged *Official Guide to South Africa* primarily targets potential tourists and investors. They are accessible on [www.gcis.gov.za](http://www.gcis.gov.za).

Writing, editing and proofreading services for all communication products is a core activities to the work of the GCIS. The translation service seeks to ensure that South Africans receive the information they need in the language of their choice. This also addresses compliance with the Use of Official Languages Act of 2012. In the 2021/22 financial year, a 100% achieved was obtained in responding to all translation service requests.

With current web design trends moving to mobile-first design, the website team will focus on bringing a more responsive and mobile-friendly website online during the 2022/23 financial year. As reach and engagement levels on social media continue to rise, the department will find new and innovative ways to communicate programmes and services of government, ensuring an informed and engaged citizenry.

Using SAnews, focus will be on deepening information reach to the larger population using mainstream media to communicate government programmes and policies, with a special focus on information related to the COVID-19 pandemic, vaccine roll-out and ERRP. GCIS platforms will also develop a multimedia capability that takes into consideration different target audiences.

The Media Production unit will be upgrading all of its equipment to stay relevant to industry standards for video, radio and photography. This will ensure that the unit provides high quality footage of government events and programmes. In addition, the unit will aim to produce short documentaries on the various planned activities relating to the ERRP, infrastructure

development and other activities as per government's National Annual Strategic Plan.



Training on live streaming of online webinars, meetings and virtual events will also be held with internal and external stakeholders to ensure that the GCIS is capable in streaming events to social and digital media platforms. The Marketing and Distribution unit will ensure that the GCIS-produced *Vuk'uzenzele* newspaper reaches communities that do not have access to mainstream media.

The Media Buying unit will continue to timeously strive to implement government campaigns while ensuring that campaigns are implemented in a cost-effective manner by securing savings or added value through negotiated costings based on its bulk-buying leverage. Media Buying will ensure that government campaigns reach South Africans through a combination of commercial and community media in ways that contribute to the development of emerging media, and through this, contribute to economic recovery.



## Programme Resource Consideration

### Expenditure estimates

#### Programme 2: Content Processing and Dissemination

	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme Management for Content Processing and Dissemination	2 193	2 399	2 342	3 221	4 135	4 041	4 222
Policy and Research	32 686	35 367	34 152	38 234	39 310	38 537	40 033
Products and Platforms	51 323	48 565	52 858	51 106	52 005	50 793	53 074
Communication Service Agency	57 085	53 473	109 857	106 465	56 845	56 548	59 089
Entity Oversight	232 129	246 509	215 828	250 708	257 314	258 891	270 382
Media Policy	250	3 547	1 302	2 041	2 097	2 061	2 153
<b>Total</b>	<b>375 666</b>	<b>389 860</b>	<b>416 339</b>	<b>451 775</b>	<b>411 706</b>	<b>410 871</b>	<b>428 953</b>

Change to 2021 Budget Estimate

### Economic classification

<b>Current payments</b>	<b>141 561</b>	<b>149 108</b>	<b>202 012</b>	<b>203 420</b>	<b>155 501</b>	<b>153 050</b>	<b>159 694</b>
Compensation of employees	83 165	92 114	96 076	97 844	98 587	96 504	100 603
Goods and services	58 396	56 994	105 936	105 576	56 914	56 546	59 091
<i>of which:</i>							
<i>Audit costs: External</i>	<i>3 006</i>	<i>1 745</i>	<i>55 730</i>	<i>52 189</i>	<i>2 457</i>	<i>2 473</i>	<i>2 597</i>
<i>Communication</i>	<i>2 700</i>	<i>3 092</i>	<i>2 762</i>	<i>3 448</i>	<i>3 823</i>	<i>3 843</i>	<i>3 851</i>
<i>Computer services</i>	<i>3 241</i>	<i>2 528</i>	<i>2 555</i>	<i>4 190</i>	<i>4 696</i>	<i>4 604</i>	<i>4 828</i>
<i>Operating leases</i>	<i>4 459</i>	<i>7 193</i>	<i>5 670</i>	<i>6 416</i>	<i>6 109</i>	<i>6 069</i>	<i>6 140</i>

<i>Property payments</i>	8 335	8 213	5 898	5 418	5 846	5 964	6 681
<i>Travel and subsistence</i>	33 496	24 362	28 861	28 713	28 054	27 648	28 985
<b>Transfers and subsidies</b>	<b>231 430</b>	<b>239 792</b>	<b>212 248</b>	<b>246 579</b>	<b>254 944</b>	<b>256 565</b>	<b>267 953</b>
Departmental agencies and accounts	231 099	239 709	211 780	246 378	254 944	256 565	261 953
Households	331	83	468	201	-	-	-
<b>Payments for capital assets</b>	<b>2 664</b>	<b>946</b>	<b>2 054</b>	<b>1 776</b>	<b>1 261</b>	<b>1 256</b>	<b>1 306</b>
Machinery and equipment	2 664	946	2 054	1 776	1 261	1 256	1 306
Software and other intangible assets	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>11</b>	<b>14</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>375 666</b>	<b>389 860</b>	<b>416 339</b>	<b>451 775</b>	<b>411 706</b>	<b>410 871</b>	<b>428 953</b>

#### Details of selected transfers and subsidies

	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Departmental agencies and accounts							
Departmental agencies (non-business entities)							
<b>Current</b>	<b>231 099</b>	<b>239 709</b>	<b>211 780</b>	<b>246 378</b>	<b>254 944</b>	<b>256 565</b>	<b>267 953</b>
Brand South Africa	200 430	207 914	179 501	213 352	218 122	219 526	229 385
Media Development and Diversity Agency	30 669	31 795	32 279	33 026	36 822	37 039	38 565

The operational budget baseline allocation in the Programme: Content Processing and Dissemination is directed to conduct research, monitor media coverage of government programmes and develop content for departmental communication products such as the *Vuk'uzenzele* newspaper, the *PSM* magazine, articles for SANews.gov.za, websites, the SAYB and *Official Guide to South Africa*, translations as well as social media, and to provide leadership in the development and production of communication services. The programme is also responsible for Entity Oversight and the transfer of budget allocations to Brand SA and the MDDA. The gradual increase over the medium term is mainly due to inflation adjustment.

### 9.3 Programme 3: Intergovernmental Coordination and Stakeholder Management

Programme purpose	Implementation of development communication, through mediated and unmediated communication and sound stakeholder relations and partnerships.
Outcome	3.1 Improved relations with the media
	3.2 Well-functioning government communication system
	3.3 Informed and empowered citizens

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

- **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; both domestically and internationally, as well as in Parliament; manage ongoing media liaison services to government by providing government information; establish, strengthen and maintain working relationships with foreign media and independent media; and establish relations with South African missions and parliamentary stakeholders with the view of disseminating government information and key targeted messages.
- **Cluster Communication** provides strategic communication, planning, coordination and support to clusters. It provides leadership and professional project management services for cluster communication campaigns.
- **PLL** ensures that the communication coordinating forums at provincial level are functional. The subprogramme implements outreach programmes to widen access of government programmes and policies to the public. The subprogramme is also responsible for promoting Thusong Service Centres to the public, as well as ensuring that government departments send different print products and materials to these centres. The subprogramme also coordinates the *Izimbizo* programme of government in line with the DDM.



## Subprogramme: Media Engagement

## Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Improved relations with the media	Engagements between government officials and senior journalists on government's key programmes in the National Annual Strategic Plan (NASP)	Number of engagements between government officials and senior journalists on government's key programmes in the NASP <sup>11</sup> held	Held 20 engagements between government officials and senior journalists on government's PoA	Held 19 engagements between government officials and senior journalists on government's PoA	Held 35 engagements between government officials and senior journalists on government's PoA	16 engagements between government officials and senior journalists on government's PoA held	24 engagements between government officials and senior journalists on government's key programmes in the NASP held	25 engagements between government officials and senior journalists on government's key programmes in the NASP held	26 engagements between government officials and senior journalists on government's key programmes in the NASP held
	Post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	Number of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	18 post-Cabinet media briefings were held	14 post-Cabinet media briefings were held	22 post-Cabinet media briefings were held	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year
	Media briefings based on request from government departments	Percentage of media briefings supported from requests received from government departments per year	95 media briefings conducted	90 media briefings conducted	100% (110 of 110) media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments

<sup>11</sup>Media engagements will be directed towards domestic and international media in support of communication of the NASP and other government priorities and events.



## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of engagements between government officials and senior journalists on government's key programmes in the NASP held	24 engagements between government officials and senior journalists on government's key programmes in the NASP held	Six engagements between government officials and senior journalists on government's key programmes in the NASP held	Six engagements between government officials and senior journalists on government's key programmes in the NASP held	Six engagements between government officials and senior journalists on government's key programmes in the NASP held	Six engagements between government officials and senior journalists on government's key programmes in the NASP held
Number of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	Five post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per quarter	Five post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per quarter	Four post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per quarter	Three post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per quarter
Percentage of media briefings supported from requests received from government departments per year	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments

## Subprogramme: Clusters Communication

## Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Well-functioning government communication system	Engagements with Heads of Communication (HoCs)	Number of engagements with HoCs held	Five engagements with HoCs held	Four engagements with HoCs were held	Two engagements with HoCs held	Two engagements with HoCs held	Two engagements with HoCs held	Two engagements with HoCs held	Two engagements with HoCs held
	Internal Communicators' Forums (ICFs)	Number of ICFs held	10 ICFs were held	Nine ICFs were held	10 ICFs held	10 ICFs held	10 ICFs held	10 ICFs held	10 ICFs held
	Communication campaigns Implemented aligned to the MTSF/SoNA priorities	Number of communication campaigns implemented aligned to the MTSF/SoNA priorities	New indicator	New indicator	New indicator	New indicator	Four communication campaigns implemented aligned to the MTSF/SoNA priorities	Five communication campaigns implemented aligned to the MTSF/SoNA priorities	Six communication campaigns implemented aligned to the MTSF/SoNA priorities
	Government communicators trained	Number of communication training opportunities availed across the communication system	New indicator	New indicator	New indicator	New indicator	20 communication training opportunities availed across the communication system	25 communication training opportunities availed across the communication system	30 communication training opportunities availed across the communication system

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of engagements with HoCs held	Two engagements with HoCs held	One engagement with HoCs held	No target	One engagement with HoCs held	No target
Number of ICFs held	10 ICFs held	Three ICFs held	Three ICFs held	Two ICFs held	Two ICFs held
Number of communication campaigns implemented aligned to the MTSF/SoNA priorities	Four communication campaigns implemented aligned to the MTSF/SoNA priorities	No target	Two communication campaigns implemented aligned to the MTSF/SoNA priorities	Two communication campaigns Implemented aligned to the MTSF/SoNA priorities	No target
Number of communication training opportunities availed across the communication system	20 communication training opportunities availed across the communication system	Five communication training opportunities availed across the communication system	Five communication training opportunities availed across the communication system	Five communication training opportunities availed across the communication system	Five communication training opportunities availed across the communication system

## Subprogramme: Provincial and Local Liaison

## Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2021/22	Medium-term targets		
			2018/19	2019/20	2020/21		Annual targets 2022/23	Annual targets 2023/24	Annual targets 2024/25
Informed and empowered citizens	Development communication projects aligned to the NCSF	Number of development communication projects aligned to the NCSF	1 683 development communication activations aligned to the GCP	1 737 development communication activations aligned to the GCP were conducted	1 817 development communication projects aligned to the GCP were conducted	1 140 development communication projects aligned to the GCP	Not less than 1 140 development communication projects aligned to the NCSF	Not less than 1 140 development communication projects aligned to the NCSF	Not less than 1 140 development communication projects aligned to the NCSF

	Community and stakeholder liaison visits	Number of community and stakeholder liaison sessions/visits undertaken per year	1 747 community and stakeholder liaison visits undertaken	1 900 community and stakeholder liaison visits undertaken	1 617 community and stakeholder engagement sessions/visits undertaken	1 140 community and stakeholder engagement sessions/visits undertaken per year	Not less than 1 140 community and stakeholder engagement sessions/visits undertaken	Not less than 1 140 community and stakeholder engagement sessions/visits undertaken	Not less than 1 140 community and stakeholder engagement sessions/visits undertaken
	<i>My District Today</i> newsletter	Number of electronic <i>My District Today</i> newsletters published per year	Published 48 electronic <i>My District Today</i> newsletters	Published 45 electronic <i>My District Today</i> newsletters	Published 46 electronic <i>My District Today</i> newsletters	45 electronic <i>My District Today</i> newsletters published	47 electronic <i>My District Today</i> newsletters published	47 electronic <i>My District Today</i> newsletters published	47 electronic <i>My District Today</i> newsletters published
	Reports on support to the functioning of government communication system	Number of reports on support to the functioning of government communication system produced (provincial and local level), including the DDM	Produced four reports on support to the functioning of government communication system (provincial and local level)	Produced four reports on support to the functioning of government communication system (provincial and local level)	Produced four reports on support to the functioning of government communication system (provincial and local level)	Four reports on support to the functioning of government communication system produced (provincial and local level)	Four reports on support to the functioning of government communication system produced (provincial and local level), including the DDM	Four reports on support to the functioning of government communication system produced (provincial and local level), including the DDM	Four reports on support to the functioning of government communication system produced (provincial and local level), including the DDM



## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2022/23	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of development communication projects aligned to the NCSF	Not less than 1 140 development communication projects aligned to the NCSF	Not less than 340 development communication projects aligned to the NCSF	Not less than 340 development communication projects aligned to the NCSF	Not less than 230 development communication projects aligned to the NCSF	Not less than 230 development communication projects aligned to the NCSF
Number of community and stakeholder liaison sessions/ visits undertaken per year	Not less than 1 140 community and stakeholder liaison sessions/visits undertaken	Not less than 340 community and stakeholder engagement sessions/ visits undertaken	Not less than 340 community and stakeholder engagement sessions/ visits undertaken	Not less than 230 community and stakeholder engagement sessions/ visits undertaken	Not less than 230 community and stakeholder engagement sessions/ visits undertaken
Number of electronic <i>My District Today</i> newsletter published per year	47 electronic <i>My District Today</i> newsletters published	13 electronic <i>My District Today</i> newsletters published per quarter	14 electronic <i>My District Today</i> newsletters published per quarter	10 electronic <i>My District Today</i> newsletters published per quarter	10 electronic <i>My District Today</i> newsletters published per quarter
Number of reports on support to the functioning of government communication system produced (provincial and local level), including the DDM	Four reports on support to the functioning of government communication system produced (provincial and local level), including the DDM	One report on support to the functioning of government communication system produced (provincial and local level), including the DDM	One report on support to the functioning of government communication system produced (provincial and local level), including the DDM	One report on support to the functioning of government communication system produced (provincial and local level), including the DDM	One report on support to the functioning of government communication system produced (provincial and local level), including the DDM

### Explanation of planned performance over the medium-term period.

The communication work of the programme is guided by the Cabinet-approved NCSF, which replaced the former GCIS-led Government Communication Programme (GCP). In terms of content for communication, this is in turn guided by the MTSF of government and its annual iteration, the NASP as approved by Cabinet. During his SoNA, President Ramaphosa outlined the core priorities driving this NASP which comes in the wake of the global COVID-19 pandemic which wreaked havoc on both lives and livelihoods.

Communication work in Programme 3 over the medium term will therefore seek to drive access to information about opportunities and programmes aimed at assisting communities to improve their lives, especially building back after this global tragedy which hit South Africans equally hard. Being at the mid-term of the sixth democratic administration, the platforms and resources of this programme will seek to promote hope and confidence by expanding on the initiatives around employment generation and economic recovery; fighting GBVF; combating crime and corruption, and building a capable and ethical state.

While the media sector itself is going through significant changes due to budget constraints and other industry-related changes, the media in South Africa remains a key strategic partner for government. While the 2021/22 financial year saw lower levels of hard lockdown than in the first year of the pandemic, physical and face-to-face engagements with the media were still limited. Virtual technology platforms have enabled media engagements to be faster, more effective and less costly in terms of time and

resources. This will be sustained in the medium term both in terms of how government interacts regularly with the media as a stakeholder, but also in terms of the types of communication platforms the GCIS host with the media. Regular and well-executed media briefings delivered through virtual and online platforms continued to drive a hallmark of successful media interaction during the 2021/22 financial year and had the added bonus of reducing costs to the industry itself than the previous year.

Driven by a planned media engagement framework, the unit also consulted with media houses almost weekly, and held webinars on prominent issues in the communication environment. A successful partnership with the National Press Club on issues such as social cohesion; COVID-19 vaccination; the Poultry Master Plan; cyberbullying and energy was developed. All media events continue to refine both our technological capabilities as well as use virtual media interactions, including webinars and live streaming. This will be continued in the outer years, given especially their benefit to the community media sector, which will be key in the medium term.

During the 2021/22 financial year, physical post-Cabinet media briefings commenced again led by the Minister in The Presidency. Media participated both physically and online. These will continue and at least once a month, the Minister in The Presidency will conduct a comprehensive media briefing on issues in the communication environment pertaining to the country, but also on progress on the implementation of the priorities of the NASP from a performance monitoring and evaluation perspective.

A major highlight toward the middle of the 2021/22 financial year was the resumption of media tours to projects, notably those around infrastructure development and the ERRP. These media tours will

serve to demonstrate the progress government has made in the delivery of services and infrastructure, and how policies such as the Sugar Master Plan enable economic growth and employment opportunities.

These tours will be sustained in the year ahead and at least one major tour per quarter is being considered. While major media houses play a key role in these tours, an added advantage is that such tours give the community media in and around the project areas the opportunity to be involved. Resources in this subprogramme, some of which were directed elsewhere in the programme due to reduced subsistence and travel expenses over the past two years, will now be reassigned into the roll-out of the media tours.

These lessons learnt from the COVID-19 experience will ensure that the media will be well informed of the decisions of Cabinet and government's ERRP, the fight against the COVID-19 pandemic and the vaccination roll-out programme, as well as other core priorities amongst the four key ones outlined by the President in the SoNA of February 2021.



This new work environment also allows more emphasis to be placed on the participation of community media in such media engagement work as it takes the load of travel and other logistical costs off community media. In this regard, the department will in the medium term build on the growing number of community media outlets that are participating in the fortnightly post-Cabinet briefings.

The new normal has made it easier for media practitioners to be part of government's initiated communications platforms, especially media briefings and webinars. The established official media platforms are also a reference point of government information. The community media, with less resources, are able to join and benefit from the mainstream media.

The directorate will enhance the media relations with foreign media bodies and institutional partnerships, focusing on the Southern African Development Community (SADC), AU broadcasters, and tier one media institutions. African media footprint will expand its focus from online and print publications to new channels of GCIS Podcast of Webinars distributed to African Broadcasters and Brazil, Russia, India, China and South Africa (BRICS) nations.

The GCIS will enhance the Africa media tours and collaborations; invitations of strategic editors and media partners to visit South Africa flagship programmes such as the South Africa Investment Conference and African Investment Forums.

The BRICS Media training programme for local journalists to participate in critical international programmes such as the World Economic Forum and newsrooms for training and skills sharing will resume as the international borders reopen. The latest feature that will be prominent is the Cabinet

Statement translated and disseminated to all regions in Africa and within the BRICS Nations, where we have bilateral agreements.

In as far as improving relations with the international media is concerned, the coming medium term will build on the successful footprint which has been established across the continent by the Directorate: International Media Engagement. Virtual Technology has again played a leading role in many new media partnerships across the continent and worldwide. The created official media platforms have made it easier for international media to access government information and updates.

This includes and will continue with the placement of Opinion Editorials of South African voices, often that of the DG of GCIS, in the foreign press, but also ensuring the inclusion of international media in webinars on issues that are core to our developmental priorities as a country, for example, the AfCFTA. The firm media and institutional partnerships established during President Ramaphosa's term in 2020/21 as Chair of the AU, will be enhanced further.

The cluster coordinators as well as the Chief Directorate: PLL will, in the coming medium term, place even more emphasis on ensuring that a well-coordinated and functional government communication system is in place. This will include the strengthening and reintroduction of regular Cluster Media briefings immediately after SoNA 2022. All cluster chairpersons and co-chairpersons will be encouraged to brief around thematic areas affecting their clusters.

In 2021, the Chief Directorates: Cluster Communication coordinated and implemented key strategic communication programmes of government



such as GBVF, ERRP, Anti-Corruption, Government's COVID-19 response, LGE, amongst others. Informed by the five-year NCSF and the Cluster Communication strategies, the units will build on the communication plans of the previous year to ensure that cluster programmes are communicated to stakeholders and citizens. Special emphasis will be placed in the new year on the economy and job creation, infrastructure development, fighting corruption and GBV, as aligned with the SoNA.

The department will track and communicate the milestones in terms of the President's commitments announced during SoNA. The advent of virtual meetings has significantly reduced the historical challenge of poor meeting attendance with intergovernmental and other coordination forums in the government communication system, which now enjoy increased attendance. Meetings with national HoCs took place thrice weekly, and mainly focused on government's response to COVID-19 and vaccination drive, but also discussed a number of issues emanating from the environment for proactive communication responses.

Cluster Communication Committee meetings were resumed with increased attendance by communicators. The GCIS envisages that these meetings will continue to be virtual, at least for the next year, which is furthermore convenient for communicators. It aims to strengthen the forums of communication as they are critical for the implementation of the NCSF as well as the system of communication. This includes the strengthening of the relationship between the communication committees and the clusters at DG and Ministerial levels.

In the 2021/22 financial year, work with the National School of Government (NSG) was concluded for

an induction communication course for government communicators. A communication training panel is also in place in the GCIS, which services principals and communicators across the three spheres of government with communication training service providers, upon request. In the previous year, the GCIS has similarly developed an internally led communication induction and training module. Moving into the outer years, the GCIS plans to roll out at an incremental rate, a series of training opportunities, commencing with at least 20 in the 2022/23 financial year.

The strengthening of district coordination hubs, through the intensive institutionalisation of the DDM, has significantly added impetus to this improved coordination of the communication system. This has played a major, improved role in the degree to which communication action plans are implemented by the collective, as the solid achievement in public communication around COVID-19 displayed in 2020.

The five clusters have commenced the process of revising and renewing their annual communication strategies and plans and, on a year-to-year basis, this will be done to ensure alignment and consistency of message to the annual SoNA and the implementation of communication delivery in support of the overarching priorities of government for the medium term. There will be re-introduction and resuscitation of *Izimbizo* as well as part of the communication strategy to communicate directly with the people within the ambit of the DDM.

The rise of virtual technology has similarly assisted in raising the benchmark for internal communication activities in government in the medium term. It is envisaged that this will better equip the army of public servants, especially those in frontline service

roles, to know and be able to communicate the work of government more confidently. While a baseline research study was concluded in the previous term establishing the training and HR development needs of government communicators, in the medium term ahead, this will, in partnership with key institutions such as the NSG, be addressed in the development of specific training programmes both for communicators and principals.

While the media and government communicators across all spheres are key clients, direct communication with the public on the priorities and programmes of government will continue to ensure that crucial developmental information reaches communities. Efforts to maintain and strengthen a well functioning communication system will be intensified to enhance coordination, coherence and multiplicity of voices.

In the foreseeable future in this medium term, the regulations governing face-to-face contact will still be adhered to rigorously but many channels have been strengthened and will be further in order to ensure direct communication does not suffer, and thus the resuscitation of *Izimbizo* as a preferred method of direct communication.

This includes the reintroduction of the Presidential *Izimbizo*. The GCIS will play a key support and coordination role at district, provincial and national level, ensuring that both the relevant communication platforms as well as coordination machinery are in place to ensure the *Izimbizo* of the President succeed in unlocking bottlenecks communities may be facing in service delivery. In this regard, the GCIS provincial and district offices will place more emphasis on the use of community media, more specifically the medium of radio, to reach communities.





This revitalised Imbizo Programme, linked to the DDM, will be given greater impetus by the scaled-up Imbizo programme of the Minister and Deputy Ministers in The Presidency. The three principals have since implemented over 31 *Izimbizo* and outreach programmes. These are multimedia, multidisciplinary and multi-stakeholder activities, and the resources of the provincial and district offices, especially their travel and subsistence budgets, will ensure that as the department rebuilds direct stakeholder engagements, a solid participatory foundation is laid for the *Izimbizo*.

The DDM has been mainstreamed to form part of the development communication work of the GCIS provincial and district offices, with specific support to the technical and political coordinating

structures, either the communication subcommittee of the DDM or the District Communicators' Forum. Communication activities will profile DDM catalytic projects, provide environmental assessment reports for DDM political champions and facilitate community radio programmes.

An added advantage is that any issues identified through the Imbizo programme will find resolution through incorporation in the One Plan each district has in place. The advent of a growing Community Television sector in South Africa which will become significantly more prominent in the medium term as digital migration is concluded and will provide the GCIS, regionally, with a major channel for message dissemination.

The provincial and district offices will continue to profile good news stories from even the remotest districts through the weekly *My District Today* electronic newsletter. The newsletter is published every Friday and the targets are aligned to the calendar weeks. This indicator has a minor increase from 45 editions in 2021/22 to 47 planned editions for 2022/23.

WhatsApp groups, Facebook and other social media applications for Thusong Service Centres were used to communicate government programmes. Efforts will be increased to use the social media pages further and more stakeholders will be mobilised to reach out to communities through the Thusong Service Centres, amongst other points of local contact. Loud-hailing has been refined as a method of communication in the COVID-19 period and will be more extensively used in the years ahead.

Out of the COVID-19 experience, major emphasis is being placed on the development of partnerships. While this has historically been a key target, the virtual world has increased this significantly with traditional leaders, councillors, community development workers, business leaders, youth leaders, frontline healthcare workers and many others, playing a key role as influencers of preventative and educational messages. In the medium term, these partnerships will be expanded and consolidated.

What is noteworthy here is that funds historically dedicated to subsistence and travel enabling direct communication can and will be feasibly channelled into the community and social media influences and other new emerging direct communication platforms in the years ahead.

## Programme Resource Consideration

Expenditure estimates								
Programme 3: Intergovernmental Coordination and Stakeholder Management								
	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate			
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Programme Management for Intergovernmental Coordination and Stakeholder Management	1 514	1 460	1 484	3 189	3 240	3 168	3 311	
Provincial and Local Liaison	80 135	81 782	82 173	89 823	92 101	90 398	94 378	
Media Engagement	14 033	16 818	16 019	15 917	17 165	16 871	17 584	
Cluster Supervision (Human Development, Social Protection and Governance and Administration)	8 698	9 727	10 316	9 668	10 014	9 255	9 926	
Cluster Supervision (Economic and Infrastructure, Justice and International)	8 271	8 322	7 988	8 306	8 434	8 247	8 616	
<b>Total</b>	<b>112 651</b>	<b>118 109</b>	<b>117 980</b>	<b>126 903</b>	<b>130 954</b>	<b>127 939</b>	<b>133 815</b>	
Change to 2021 Budget Estimate								
Economic classification								
<b>Current payments</b>	<b>110 321</b>	<b>116 324</b>	<b>115 129</b>	<b>125 075</b>	<b>129 655</b>	<b>126 989</b>	<b>132 864</b>	
Compensation of employees	91 580	96 489	98 791	104 800	108 566	105 420	110 283	
Goods and services	18 741	19 835	16 338	20 275	21 089	21 569	22 581	
<i>of which:</i>								
Advertising	1 280	713	1 526	1 365	1 565	1 635	1 783	
Communication (G&S)	3 747	3 967	5 347	4 917	5 529	5 545	5 576	
Contractors	1 369	1 211	419	735	1 082	1 082	1 082	

<i>Fleet services (including government motor transport)</i>	760	1 750	2 646	1 894	1 401	1 401	1 401
<i>Travel and subsistence</i>	8 251	9 095	4 111	7 622	7 376	7 770	8 507
<i>Operating payments</i>	654	673	673	890	946	946	947
<b>Transfers and subsidies</b>	<b>614</b>	<b>317</b>	<b>692</b>	<b>345</b>	<b>10</b>	<b>10</b>	<b>10</b>
Departmental agencies and accounts	2	2	6	14	10	10	10
Households	612	315	686	331	-	-	-
<b>Payments for capital assets</b>	<b>1 657</b>	<b>1 398</b>	<b>2 157</b>	<b>1 483</b>	<b>1 289</b>	<b>940</b>	<b>941</b>
Buildings and other fix structures	123	99	45	-	-	-	-
Machinery and equipment	1 534	1 299	2 112	1 483	1 289	940	941
<b>Payments for financial assets</b>	<b>59</b>	<b>70</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>112 651</b>	<b>118 109</b>	<b>117 980</b>	<b>126 903</b>	<b>130 954</b>	<b>127 939</b>	<b>133 815</b>

The operational budget allocation in the Programme: Intergovernmental Coordination and Stakeholder Management is directed to the interface of national government communication with provincial communication programmes as well as effective liaison between Ministers towards coherent communication strategies for national government as well as promoting and facilitating the media's understanding of government's agenda. The gradual increase over the medium term is mainly due to inflation adjustment.

## 10. Key risks

Outcome	Key risks	Risk mitigation
Sound corporate governance	Inability to implement innovation and modernisation of IT infrastructure and systems	<ol style="list-style-type: none"> <li>1. Review the IM&amp;T projects.</li> <li>2. Implement the IM&amp;T projects.</li> <li>3. Review the IM&amp;T structure (human and financial capacity).</li> <li>4. Reprioritise the allocation of GCIS budget to prioritise the IM&amp;T Strategy.</li> </ol>
	The current organisational structure may not address or respond to organisational mandate, objectives and needs of the department	<ol style="list-style-type: none"> <li>1. Develop an updated Service Delivery Model linked to the 2019-2024 Strategic Plan.</li> <li>2. Review and approve the department's organisational structure informed by the strategy.</li> <li>3. MTEF allocation towards compensation of employees.</li> </ol>
Informed and empowered citizens	Inadequate reach of government information to audiences	<ol style="list-style-type: none"> <li>1. Expand and increase the reach of the available platforms.</li> <li>2. Generate more engagement on available platforms; social media and community radio feed.</li> <li>3. Adequate media monitoring.</li> </ol>

	Communication system (national, provincial and local) unable to meet the communication and information needs of the public	<ol style="list-style-type: none"> <li>1. Update the <i>Government Communicators' Handbook</i> to align it with the Government Communication Policy e.g Social Media Policy.</li> <li>2. Escalate institutional and structural inadequacies administratively and where necessary, politically.</li> <li>3. Capacitation of HoCs and MLOs.</li> <li>4. Strengthen the relationship with programme managers in departments.</li> <li>5. Initiate content harvesting by GCIS cluster coordinators.</li> <li>6. Promote the application of the communication baskets/multimedia toolkit approach.</li> <li>7. Biannual G-CET reports to the DPME.</li> <li>8. G-CET tool to be rolled out to provinces.</li> </ol>
Transformed mainstream print and digital media, advertising and community media	Lack of continued transformed MAC Sector	<ol style="list-style-type: none"> <li>1. Appoint the MAC Charter Council members.</li> <li>2. Appoint subcommittee chairpersons.</li> <li>3. Develop an operational and financial model.</li> <li>4. Conduct public hearings in the nine provinces.</li> <li>5. Submit the consolidated Sector Code to the Minister for approval.</li> </ol>

## 11. Public entities

Name of Public Entity	Mandate	Outcomes	Outputs	Budget Allocation
<b>MDDA</b>	The MDDA was set up in terms of the MDDA Act 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 agency 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.	<ul style="list-style-type: none"> <li>• Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024</li> <li>• Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024</li> <li>• Digital responsive community-based media sector by 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Unqualified audit opinion and managing financial performance</li> <li>• Research projects on key trends/developments impacting on community media sector</li> <li>• Community Media Digital Strategy implemented</li> </ul>	<ul style="list-style-type: none"> <li>• R36, 822, 000</li> </ul>



<b>Brand SA</b>	Brand SA was established as a trust in 2002 and gazetted as a schedule 3A public entity in 2006, in accordance with the PFMA of 1999. Its purpose is to develop and implement a proactive and coordinated international marketing and communications strategy for South Africa, to contribute to job creation and poverty reduction, and to attract inward investment, trade and tourism.	<ul style="list-style-type: none"> <li>• Increased attractiveness and thereby competitiveness of the Nation Brand</li> <li>• Aligned Nation Brand execution and experience domestically and internationally</li> <li>• Improved reputation of Brand SA as an entity</li> <li>• Increased Nation Brand Advocacy and Active Citizenship</li> </ul>	<ul style="list-style-type: none"> <li>• Unqualified audit opinion outcome obtained annually</li> <li>• Integrated marketing campaigns and Nation Brand reputational programmes implemented for strategic platforms both domestically and internationally</li> <li>• Collaborative activities with various stakeholders both domestically and internationally</li> <li>• Play Your Part ambassador engagements to amplify national priority pillars and constitutional awareness campaigns aimed at promoting social cohesion</li> </ul>	<ul style="list-style-type: none"> <li>• R218,122, 000</li> </ul>
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## 12. Infrastructure projects

Not applicable

## 13. Public-Private partnerships

Not applicable

## 14.ABBREVIATIONS AND ACRONYMS

<b>AfCFTA</b>	African Continental Free Trade Area
<b>4IR</b>	Fourth Industrial Revolution
<b>APP</b>	Annual Performance Plan
<b>ASD</b>	Assistant Director
<b>AU</b>	African Union
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>BCM</b>	Business Continuity Management
<b>Brand SA</b>	Brand South Africa
<b>BRICS</b>	Brazil, Russia, India, China and South Africa
<b>CD</b>	Chief Director
<b>CFO</b>	Chief Financial Officer
<b>CMS</b>	Content Management System
<b>CRC</b>	Communication Resource Centre
<b>CSA</b>	Communication Service Agency
<b>D</b>	Director
<b>DD</b>	Deputy Director
<b>DDG</b>	Deputy Director-General
<b>DDM</b>	District Development Model
<b>DG</b>	Director-General
<b>DPME</b>	Department of Planning, Monitoring and Evaluation
<b>DPSA</b>	Department of Public Service and Administration
<b>ENE</b>	Estimates of National Expenditure
<b>ERM</b>	Enterprise Risk Management
<b>ERMC</b>	Enterprise Risk Management Committee
<b>ERRP</b>	Economic Reconstruction and Recovery Plan
<b>EXCO</b>	Executive Committee
<b>G-CET</b>	Government Communication Excellence Tool
<b>GBVF</b>	Gender-based violence and femicide
<b>GCIS</b>	Government Communication and Information System
<b>GCME</b>	Government Communications Monitoring and Evaluation
<b>GCP</b>	Government Communication Programme
<b>GSCID</b>	Governance, State Capacity and Institutional Development
<b>GSM</b>	Government Segmentation Model
<b>HoC</b>	Head of Communication
<b>HR</b>	Human Resources

<b>HRM</b>	Human Resource Management
<b>ICF</b>	Internal Communicators' Forum
<b>ICTS</b>	International Cooperation, Trade and Security
<b>IM&amp;T</b>	Information Management and Technology
<b>IMC</b>	Inter-Ministerial Committee
<b>JCPS</b>	Justice, Crime Prevention and Security
<b>LGE</b>	Local Government Elections
<b>MAC</b>	Marketing, Advertising and Communication
<b>MANCO</b>	Management Committee
<b>MDDA</b>	Media Development and Diversity Agency
<b>MLO</b>	Media Liaison Officer
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTSF</b>	Medium Term Strategic Framework
<b>NASP</b>	National Annual Strategic Plan
<b>NCSF</b>	National Communication Strategy Framework
<b>NDP</b>	National Development Plan
<b>NSG</b>	National School of Government
<b>OCPO</b>	Office of the Chief Procurement Officer
<b>PERSAL</b>	Personal and Salary System
<b>PFMA</b>	Public Finance Management Act
<b>PLL</b>	Provincial and Local Liaison
<b>PoA</b>	Programme of Action
<b>PSM</b>	<i>Public Sector Manager</i>
<b>SADC</b>	Southern African Development Community
<b>SAYB</b>	<i>South Africa Yearbook</i>
<b>SCM</b>	Supply Chain Management
<b>SCO</b>	Senior Communication Officer
<b>SMS</b>	Senior Management Service
<b>SOE</b>	State-owned enterprise
<b>SoNA</b>	State of the Nation Address
<b>SPCHD</b>	Social Protection, Community and Human Development
<b>SPRMPMR</b>	Strategic Planning, Risk Management, Performance Monitoring and Reporting
<b>the dtic</b>	Department of Trade, Industry and Competition
<b>WIMS</b>	Ward Information Management System

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# ANNEXURE A: REVISION TO THE GCIS 2021/22–2022/23 APP

## 1. ADJUSTMENTS OF TARGETS IN THE 2021/22 – 2022/23 APP

Programme 1: Corporate Services			
2021/22 Output Indicator	2022/23 Output Indicator	2021/22 APP targets	2022/23 APP targets
Unqualified audit opinion obtained	N/A	N/A	N/A

Programme 2: Content Processing and Dissemination			
2021/22 Output Indicator	2022/23 Output Indicator	2021/22 APP targets	2022/23 APP targets
Number of copies of <i>Vuk'uzenzele</i> newspaper produced	N/A	15.3 million copies of <i>Vuk'uzenzele</i> newspaper produced	10.2 million copies of <i>Vuk'uzenzele</i> newspaper produced
Number of GCIS print products distributed	N/A	19 print products produced by the GCIS distributed (18 editions of <i>Vuk'uzenzele</i> newspaper and the GCIS Annual Report)	13 print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i> newspaper and the GCIS Annual Report)
News updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	Number of stories on key government programmes and activities published on SANews	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	2 800 stories on key government programmes and activities published on SANews
Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Number of page views on <i>www.gov.za</i> website	Daily content updates on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	80 million screens reached on GCIS managed social media platforms
Update social media accounts as per content received (excluding public holidays, weekends and holiday periods)	Number of screens reached on GCIS managed social media platforms	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)	48 million page views on <i>www.gov.za</i> website
Number of photographic services provided per year	Number of national events, government programmes and The Presidency's engagements profiled through photographic services per year	400 photographic services provided	400 of national events, government programmes and The Presidency's engagements profiled through photographic services per year
Number of video services provided per year	Number of national events, government programmes and The Presidency's engagements profiled through video services per year	550 video services provided	300 of national events, government programmes and The Presidency's engagements profiled through video services per year
Annual Transformation Report published as prescribed by legislation	MAC Sector Code reviewed, updated and approved by the Minister in The Presidency	Annual Transformation Report published	Annual Transformation Report published
Number of media content analysis reports for The Presidency produced	N/A	N/A	N/A

### Programme 3: Intergovernmental Coordination and Stakeholder Management

2021/22 Output Indicator	2022/23 Output Indicator	2021/22 APP targets	2022/23 APP targets
Number of engagements between government officials and senior journalists on government's the PoA held	Number of engagements between government officials and senior journalists on government's key programmes in the NASP held	16 engagements between government officials and senior journalists on government's PoA held	24 engagements between government officials and senior journalists on government's NASP held
Number of annual cluster communication plans drafted	N/A	N/A	N/A
Number of government communicators trained per year	Number of communication training opportunities availed across the communication system	100 government communicators trained	20 communication training opportunities availed across the communication system
Number of development communication projects aligned to the GCP	Number of development communication projects aligned to the NCSF	1 140 development communication projects aligned to the GCP	Not less than 1 140 development communication projects aligned to the NCSF
Number of community and stakeholder liaison sessions/visits undertaken per year	Number of community and stakeholder liaison sessions/visits undertaken per year	1 140 community and stakeholder engagement sessions/visits undertaken per year	Not less than 1 140 community and stakeholder engagement sessions/visits undertaken per year
Number of reports on support to the functioning of government communication system produced (provincial and local level)	Number of reports on support to the functioning of government communication system produced (provincial and local level) including the DDM	N/A	N/A
Number of marketing events for the Thusong Programme held	N/A	N/A	N/A

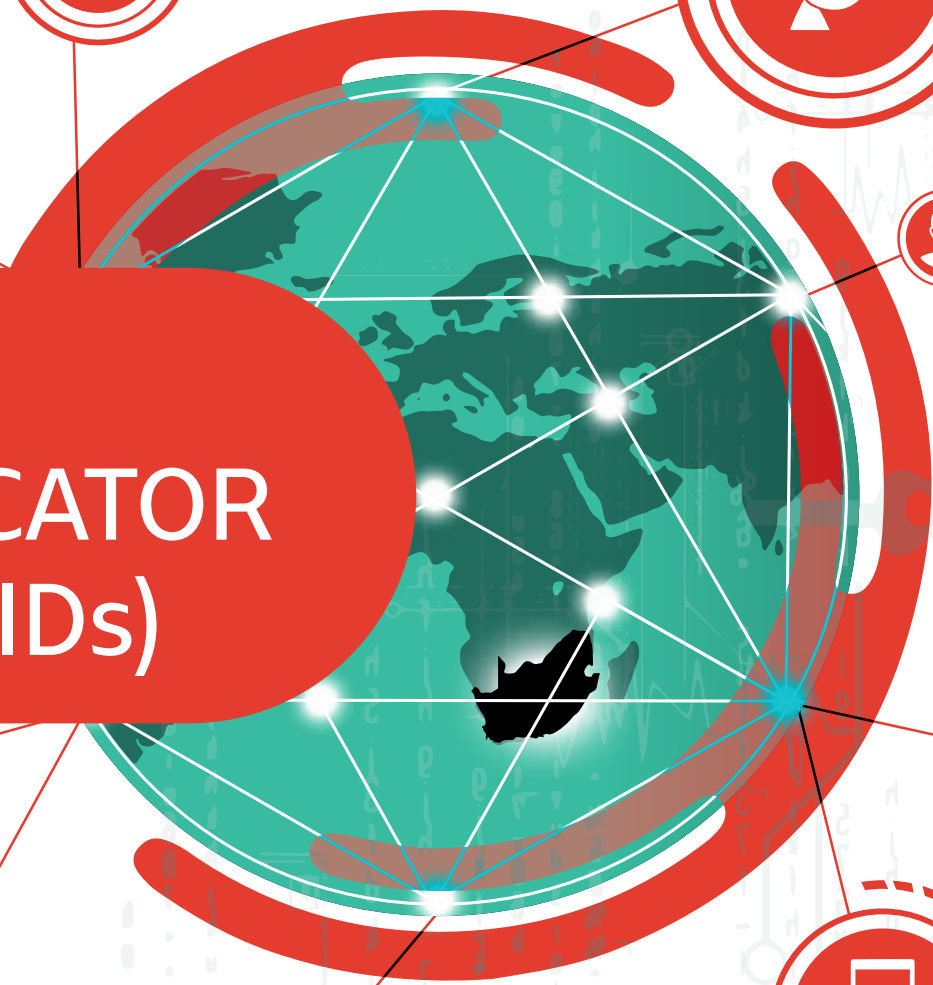
## 2. ADJUSTMENTS TO OUTCOME INDICATORS IN THE 2020/21 – 2024/25 STRATEGIC PLAN

Outcome	Old Outcome Indicator	New Outcome Indicator	Baseline	Target
Informed and empowered citizens	Number of reports to understand the communication environment	% compliance with the Government Communication Policy	GSM and the Government Communication Policy	50% compliance with the Government Communication Policy





# DEPARTMENTAL TECHNICAL INDICATOR DESCRIPTORS (TIDs)





## Programme 1: Administration

### Programme performance indicators

#### Subprogramme 1.1: Human Resource Management

##### 1.1 Vacancy rate of no more than 10% against the approved organisational structure maintained

GENERAL INDICATOR INFORMATION	RESPONSE
<p><b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Vacancy rate of no more than 10% against the approved organisational structure maintained
<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	The indicator tracks the number of vacant funded posts against the total funded establishment to support sustained service delivery
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	The filling of advertised posts shall be done in accordance with the legislative framework
<p><b>Disaggregation of beneficiaries (where applicable)</b></p> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of women in SMS positions</li> <li>• 30% of staff in the department is comprised of youth</li> <li>• 2% representation of disabilities across all levels</li> </ul>
<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Vacancy rate of no more than 10% against the approved organisational structure maintained
CALCULATION AND REPORTING	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	The vacancy rate is calculated by taking the number of vacant posts and dividing it by the total staff establishment
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	Approved organisational structure and staff establishment, Personal and Salary System (PERSAL) reports on funded establishment
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	Non-cumulative

<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Chief Directorate: HR
<b>Who is responsible for collecting the data?</b>	Director (D): HRM
<b>Who is responsible for checking and verifying the data captured?</b>	Chief Director (CD): HR
<b>Means of verification (evidence)</b>	PERSAL reports. Age analyses reports
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Filling of posts at Executive level is dependent on the support from the Executive Authority, endorsement by the DPSA and decision by Cabinet.
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: HR

## Subprogramme 1.2: Information Management and Technology

### 1.2.1 Number of governance reports on the availability of IT infrastructure and systems presented to the Audit Committee

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of governance reports on the availability of IT infrastructure and systems presented to the Audit Committee
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	IM&T governance, an element of corporate governance, seeks to improve the overall management and value derived from Information Management systems and IT investment
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	The Audit Committee will meet as planned to discuss all the reports

<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Management reports generated by the IM&T management team
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Chief Directorate: IM&T and Directorate: IT
<b>Who is responsible for collecting the data?</b>	D: IT and D: IMS
<b>Who is responsible for checking and verifying the data captured?</b>	CD: IM&T
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Four governance reports on the availability of IT infrastructure and systems.</li> <li>• Minutes of Audit Committee meetings where reports were presented.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The data is qualitative in the form of a report

**INDICATOR RESPONSIBILITY****Indicator owner:**

Identifies who is responsible for managing and reporting the indicator

CD: IM&T

## Programme 2: Content Processing and Dissemination

### Subprogramme 2.1: Products and Platforms

#### 2.1.1 Number of copies of *Vuk'uzenzele* newspaper produced

**GENERAL INDICATOR INFORMATION****RESPONSE****Indicator title:**

Identifies the title of the strategic-oriented goal, objective or programme performance indicator.

Number of copies of *Vuk'uzenzele* newspaper produced

**Short definition:**

Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.

The production and publishing of the newspaper to communicate government programmes and policies to Rooted Realists (segment 1), City Seekers (segment 2), Metro Mobiles (segment 4) who are LSM 1-6 and a smaller proportion to Safely Suburban (segment 3) LSM 7-8. All these segments are communities residing in rural and urban areas.

The newspaper is full of news and advice on socio-economic opportunities created by government.

**Assumptions:**

Factors that are accepted as true and certain to happen without proof

Production of the newspaper will take place without any delays from service providers

**Disaggregation of beneficiaries (where applicable)**

- Target for women
- Target for youth
- Target for people with disabilities

N/A

**Desired performance:**

Identifies whether actual performance that is higher or lower than targeted performance is desirable

To produce the targeted number of 10.2 million copies of the newspaper as planned by end of the financial year

**CALCULATION AND REPORTING****Method of calculation:**

Describes clearly and specifically how the indicator is calculated

Simple count of copies produced annually



<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	The Directorate: <i>Vuk'uzenzele</i> determines how many copies should be printed per edition published. The contracted service provider is responsible for providing reports on how many copies were printed for every edition submitted to them as per agreement with the GCIS.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: <i>Vuk'uzenzele</i>
<b>Who is responsible for collecting the data?</b>	D: <i>Vuk'uzenzele</i>
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	Invoice and printer's report received from service providers. Invoices are received a month after an edition was published.
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The unit relies on the printer's report and invoices from third parties and beyond our control
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

### 2.1.2 Number of online editions of *Vuk'uzenzele* newspaper published annually

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of online editions of <i>Vuk'uzenzele</i> newspaper published annually

<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>The production and publishing of the newspaper to communicate government programmes and policies to Rooted Realists (segment 1), City Seekers (segment 2), Metro Mobiles (segment 4) who are LSM 1-6 and a smaller proportion to Safely Suburban (segment 3) LSM 7-8. All these segments are communities residing in rural and urban areas.</p> <p>The newspaper is full of news and advice on socio-economic opportunities created by government.</p>
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	<p><i>Vuk'uzenzele</i> website will always be available to publish the planned editions</p>
<p><b>Disaggregation of beneficiaries (where applicable)</b></p> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	<p>N/A</p>
<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>To produce the targeted number of online editions (22) of the newspaper as planned by end of the financial year</p>
<b>CALCULATION AND REPORTING</b>	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	<p>Simple count of editions produced annually</p>
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	<p>Writers source information, conduct research from various credible sources and write articles for each product</p>
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Cumulative</p>
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly and annually</p>
<b>DATA COLLECTION</b>	
<p><b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b></p>	<p>Directorate: <i>Vuk'uzenzele</i></p>
<p><b>Who is responsible for collecting the data?</b></p>	<p>D: <i>Vuk'uzenzele</i></p>

<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	Editions of <i>Vuk'uzenzele</i> newspaper published on <a href="http://www.vukuzenzele.gov.za/archives">www.vukuzenzele.gov.za/archives</a>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

### 2.1.3 Number of online editions of *PSM* magazine published annually

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of online editions of <i>PSM</i> magazine published annually
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<i>PSM</i> magazine targets middle to senior managers in the Public Service
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	No delays will be experienced in publishing the magazine
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	To produce the targeted editions (11) as planned

CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of editions published on the GCIS website
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Content used is from articles which originate from official websites and government documents such as statements, reports, Bills, etc. Media briefings and interviews with various officials.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: <i>Vuk'uzenzele</i>
<b>Who is responsible for collecting the data?</b>	D: <i>Vuk'uzenzele</i>
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	Editions of <i>PSM</i> magazine published on the GCIS website. <a href="http://www.gcis.gov.za/content/resource_centre/news_and_mags/public_sector_magazine">http://www.gcis.gov.za/content/resource_centre/news_and_mags/public_sector_magazine</a>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	GCIS website inaccessible
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

#### 2.1.4 An online edition of the SAYB published annually

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	An online edition of SAYB published annually

<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	An annual publication that aims to showcase South Africa, with particular reference to government, during a given year
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Content for the publication will be received timeously
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Online annual edition of the SAYB
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of the edition of the SAYB published on the GCIS website.
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• The information comes from contributors such as government departments and entities, as well as media reports and secondary data from research.</li> <li>• In-house writers and editors (for content) and designers (for layout and design) are responsible for the production of the publication.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Content Development
<b>Who is responsible for collecting the data?</b>	D: Content Development
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	Edition of the SAYB published on the GCIS website ( <a href="http://www.gcis.gov.za">www.gcis.gov.za</a> )



<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Late submission of updated content or incorrect and incomplete information supplied by contributors; workload of editors/writers/designers that impact on project timelines
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

### 2.1.5 An online edition of the *Official Guide to South Africa* published annually

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	An online edition of the <i>Official Guide to South Africa</i> published annually
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The <i>Official Guide to South Africa</i> is the abridged version of the SAYB and the annual publication aims to showcase South Africa, with particular reference to government, during a given year. Its primary target audience are potential investors and tourists.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Content for the publications will be received timeously
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Online annual edition of the <i>Official Guide to South Africa</i>
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of the edition of the <i>Official Guide to South Africa</i> published on the GCIS website.
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	The information comes from contributors such as government departments and entities, as well as media reports and secondary data from research. In-house writers and editors (for content) and designers (for layout and design) are responsible for the production of the publication.

<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Content Development
<b>Who is responsible for collecting the data?</b>	D: Content Development
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	Edition of the <i>Official Guide to South Africa</i> published on the GCIS website ( <a href="http://www.gcis.gov.za">www.gcis.gov.za</a> )
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Late submission of updated content or incorrect and incomplete information supplied by contributors; workload of editors/writers/designers that impact on project timelines
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

### 2.1.6 Percentage of language services requests completed

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of language services requests completed
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	To provide editing, proofreading, translation, and content development services to the GCIS and as per client (departmental) requests
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All requests will be completed to the clients' satisfaction

<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% language service requests completed
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	The number of requests received is calculated against the number of requests completed in order to get to the overall percentage achieved
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	GCIS and clients (departmental) requests
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Content Development
<b>Who is responsible for collecting the data?</b>	<ul style="list-style-type: none"> <li>• DD: SAYB</li> <li>• DD: Language Services</li> <li>• D: Content Development</li> </ul>
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Register of service requests received.</li> <li>• Evidence of GCIS-approved requests completed.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Human error in calculating the language services requests received and completed

**INDICATOR RESPONSIBILITY**

<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms
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**2.1.7. Number of stories on key government programmes and activities published on SANews**

<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of stories on key government programmes and activities published on SANews
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	SANews, the South African Government News Agency, writes stories and feature articles, informing the public and the media at large, on government programmes and priorities, and the implementation thereof, via coverage of the latter on the website: <i>www.SANews.gov.za</i>
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Assuming that government articulates its programmes and priorities, as seen in the SoNA, as a starting point.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	SANews publishes five days a week, however, weekend coverage of major events, especially relating to the President, important deaths – are all seen as coverage that cannot be missed on a weekend for a news agency. This will be seen as an over achievement of the target.
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of the number of stories published on any given day. Updates on previously published stories will also be counted as separate/new stories because they will be presenting new information.
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• SANews website: <i>www.SANews.gov.za</i></li> <li>• Content Management System (CMS) back end</li> <li>• IT stats – from CMS back end</li> </ul>

<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: News Service
<b>Who is responsible for collecting the data?</b>	D: News Service
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	The actual number of stories, counted from the CMS and back end of SAnews website. Actual number of stories will be stored on Sharepoint as evidence each month.
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	SAnews website and CMS does not work
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

### 2.1.8. Number of screens reached on GCIS-managed social media platforms

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of screens reached on GCIS-managed social media platforms
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator is intended to show the number of times content on the GCIS-managed social media pages appears on digital screens



<b>Purpose/importance:</b> Explains what the indicator is intended to show and why it is important.	The number of screens reached on social media is an indicator of the audiences seeing posts and content
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Regularly updated social media pages resulting in views of content
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	80 million screens reached on GCIS-managed social media platforms
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Calculation of indicator will be done with system reports of GCIS run social media accounts
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Platform system reports
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Digital Media
<b>Who is responsible for collecting the data?</b>	D: Digital Media
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	System reports

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Inability to access to system reports could prevent or limit reporting.
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

### 2.1.9. Number of page views on *www.gov.za* website

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of page views on <i>www.gov.za</i> website
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator is intended to show the number of times content pages on the <i>www.gov.za</i> website are viewed
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	The <i>www.gov.za</i> website visited by users to access information on pages
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	12 million screens reached per quarter 48 million screens reached annually
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Calculation of indicator will be done with system reports of <i>www.gov.za</i> website
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	System reports of <i>www.gov.za</i> website

<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Digital Media
<b>Who is responsible for collecting the data?</b>	D: Digital Media
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	System reports of <i>www.gov.za</i> website
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Inability to access to system reports could prevent or limit reporting
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

## Subprogramme 2.2: Policy and Research

### 2.2.1 Number of cluster reports on perceptions of government priorities produced

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of cluster reports on perceptions of government priorities produced
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Tracks public perception on government performance and information needs for the communication clusters

<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All research activities would be completed on time
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Produce 10 cluster reports annually and presented or shared with relevant stakeholders
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of the actual reports produced and presented at MANCO/EXCO meetings
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Research datasets – tracker, ad-hoc research in line with government priorities, Ipsos, Government Performance Barometer and Socio-Political Trends, Ipsos syndicate buy-in and other research findings obtained
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Research and Knowledge Management
<b>Who is responsible for collecting the data?</b>	D: Research and Knowledge Management
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Policy and Research
<b>Means of verification (evidence)</b>	Actual cluster reports produced and proof of submission to MANCO/EXCO
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Delayed availability of datasets

**INDICATOR RESPONSIBILITY**

<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research
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**2.2.2 Percentage of requested key messages produced (excluding weekends, public holidays and holiday periods)**

<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of requested key messages produced (excluding weekends, public holidays and holiday periods)
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Key messages are statements that succinctly communicate government's stance on issues affecting it and the country.  Key messages extract prominent aspects of a government programme, issue or report and are used to contribute to consistency in government communication.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All requests will be produced
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of key messages requests produced
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Number of key messages produced calculated against the number of key messages requested to determine the percentage achieved
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Background, supporting and briefing documents, including complementary desktop research, inform the key messages



<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Communication Resource Centre (CRC)
<b>Who is responsible for collecting the data?</b>	D: CRC
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Policy and Research
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Spreadsheet of the number of key messages requests received.</li> <li>• Key messages produced.</li> <li>• Proof of completed requests sent to clients.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Insufficient supporting documentation supplied and human error in the capturing of information on the spreadsheet
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

### 2.2.3 Percentage of requested opinion pieces produced (excluding weekends, public holidays and holiday periods)

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of requested opinion pieces produced (excluding weekends, public holidays and holiday periods)
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Opinion pieces convey government's view on topical issues in the media environment that affect it and the country

<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All requests will be produced
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of opinion pieces produced
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Number of opinion pieces produced calculated against the number of requests to determine the percentage achieved
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Background, supporting and briefing documents, including complementary desktop research, inform opinion pieces
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: CRC
<b>Who is responsible for collecting the data?</b>	D: CRC
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Policy and Research
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Spreadsheet of the number of opinion pieces requests received.</li> <li>• Opinion pieces produced.</li> <li>• Proof of completed requests sent to clients.</li> </ul>

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Insufficient information to draft opinion pieces
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

#### 2.2.4 Number of monitoring and evaluation G-CET reports on communication in government produced

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of monitoring and evaluation G-CET reports on communication in government produced
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Reports to be presented at MANCO/EXCO meetings on communication in government
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All information to complete the reports will be available from government departments
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four G-CET reports on communication in government to be produced and presented at MANCO/EXCO meetings
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of four reports produced and presented at MANCO/EXCO meetings
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Information comes from various communication units in government

<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Government Communication Monitoring and Evaluation (GCME)
<b>Who is responsible for collecting the data?</b>	D: GCME
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Policy and Research
<b>Means of verification (evidence)</b>	Four G-CET reports produced and presented at MANCO/EXCO meetings
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Late submissions from departments and non-reporting of project information
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

**Programme performance indicators**  
**Subprogramme 2.3: Communication Service Agency**

**2.3.1 Percentage of approved media-buying campaigns implemented**

<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of approved media-buying campaigns implemented

<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>Implementation of the media bulk-buying component of multimedia communication campaigns on behalf of national government institutions involving the procurement of advertising space in the media.</p> <ol style="list-style-type: none"> <li>1. <b>“Approved communication campaign”</b> means a campaign where the media buying schedule has been approved by the client, funds deposited in the GCIS Suspense Account and orders generated for suppliers for the implementation of the campaign.</li> <li>2. <b>“Implemented communication campaign”</b> means a campaign which has been flighted, verified, proof of flighting received but is not yet completed as the invoices might not have been received from suppliers.</li> </ol>
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	<p>The GCIS will implement campaigns as per client department request</p>
<p><b>Disaggregation of beneficiaries (where applicable)</b></p> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	<p>N/A</p>
<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>To implement targeted campaigns as planned. (50% of approved media-buying campaigns implemented).</p>
<p><b>CALCULATION AND REPORTING</b></p>	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	<p>Number of campaign requests implemented is calculated against the number of campaigns approved in order to get an overall percentage</p>
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	<p>A register of all campaigns briefed to the GCIS is kept. The information comes as requests from client departments but mostly emails.</p>
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Non-cumulative</p>
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly</p>



DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Buying
Who is responsible for collecting the data?	D: Media Buying
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	<ul style="list-style-type: none"> <li>• Spreadsheet of all requests received and approved.</li> <li>• Proof of placement and flighting for all media-buying campaigns that have been implemented.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Human error in capturing data
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA

### 2.3.2 Number of national events, government programmes and The Presidency's engagements profiled through photographic services per year

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of national events, government programmes and The Presidency's engagements profiled through photographic services per year
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The photographic coverage of events for the GCIS, The Presidency and other government departments
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Photographic equipment and HR capacity will be available to provide requested services
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A

<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Achievement of targeted performance as planned. A total of 400 planned photographic services.
<b>CALCULATION AND REPORTING</b>	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	Simple count of all photographic shoots undertaken
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Photographic Unit. The Photographic Unit submits a weekly report of all the photographic shoots undertaken during the week. The data is then captured on a register of completed products.
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly
<b>DATA COLLECTION</b>	
<p><b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b></p>	Directorate: Media Production
<p><b>Who is responsible for collecting the data?</b></p>	D: Media Production
<p><b>Who is responsible for checking and verifying the data captured?</b></p>	CD: CSA
<p><b>Means of verification (evidence)</b></p>	<ul style="list-style-type: none"> <li>• Spreadsheet of all photo shoots undertaken.</li> <li>• Photographs taken at the photoshoots. One photograph of the event will be uploaded (compressed) to Sharepoint and the photographs for the full event will be saved on the Media Production backup server.</li> </ul>
<p><b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	Possible under-reporting by the Photographic Unit
<b>INDICATOR RESPONSIBILITY</b>	
<p><b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator</p>	CD: CSA

### 2.3.3 Number of national events, government programmes and The Presidency's engagements profiled through video services per year

GENERAL INDICATOR INFORMATION	RESPONSE
<p><b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	<p>Number of national events, government programmes and The Presidency's engagements profiled through video services per year</p>
<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>Video filming of various components of public engagements of the President and Deputy President, the GCIS and government departments for use by the GCIS and other government departments. Video filming for the production of adverts and video programmes showcasing the work done by the President and Deputy President. Providing video coverage of important government events such as National Days and the production of adverts for multimedia communication campaigns implemented by the GCIS.</p>
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	<p>Video equipment and human capacity will be available to provide requested services.</p>
<p><b>Disaggregation of beneficiaries (where applicable)</b></p> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	<p>N/A</p>
<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Achievement of targeted performance as planned: 300 planned video services.</p>
CALCULATION AND REPORTING	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	<p>Simple count of all video shoots undertaken</p>
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	<p>Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Video Unit. The Video Unit submits a weekly report of all the video shoots undertaken during the week. The data is then captured on a register of completed products.</p>
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Cumulative</p>
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly</p>

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Production
Who is responsible for collecting the data?	D: Media Production
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Spreadsheet of all video shoots undertaken. Screenshots of videos taken at shoots.
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Video Unit
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA

### 2.3.4 Number of radio products and services provided per year

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of radio products and services provided per year
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Production of radio adverts, radio talk shows and audio recordings of government events that can be used in radio products
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Radio equipment will be available to provide requested services
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A

<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Achievement of targeted performance as planned. A total of 400 planned radio products and services.</p>
<b>CALCULATION AND REPORTING</b>	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	<p>Simple count of all radio products and recordings produced</p>
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	<p>Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Radio Unit. The Radio Unit submits a weekly report of all audio products produced during the week. The data is then captured to a register of completed products.</p>
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Cumulative</p>
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly</p>
<b>DATA COLLECTION</b>	
<p><b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b></p>	<p>Directorate: Media Production</p>
<p><b>Who is responsible for collecting the data?</b></p>	<p>D: Media Production</p>
<p><b>Who is responsible for checking and verifying the data captured?</b></p>	<p>CD: CSA</p>
<p><b>Means of verification (evidence)</b></p>	<ul style="list-style-type: none"> <li>• Spreadsheet of all radio productions and recordings.</li> <li>• Audio recordings of radio products.</li> </ul>
<p><b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	<p>Possible under-reporting by the Radio Unit</p>
<b>INDICATOR RESPONSIBILITY</b>	
<p><b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator</p>	<p>CD: CSA</p>



### 2.3.5 Number of graphic designs completed per year

GENERAL INDICATOR INFORMATION	RESPONSE
<p><b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of graphic designs completed per year
<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	The layout and design of print and electronic products done by the GCIS Design Unit
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	Design Unit will be fully capacitated to deal with requested graphic design services
<p><b>Disaggregation of beneficiaries (where applicable)</b></p> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Achievement of targeted performance as planned. A total of 400 planned graphic designs completed.
CALCULATION AND REPORTING	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	Simple count of all graphic designs completed
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Design Unit. The Design Unit submits a weekly report of all design products produced during the week. The data is then captured on a register of completed products.
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Production
Who is responsible for collecting the data?	D: Media Production
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	<ul style="list-style-type: none"> <li>• Spreadsheet of all graphic designs completed.</li> <li>• Pdf copies of the designs.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Design Unit
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA

### 2.3.6 Percentage of approved marketing services requests implemented

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of approved marketing services requests implemented
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Register in excel format (Marketing register) Marketing services can include a marketing project such as a Golf Day or event such as <i>PSM</i> Forum or a request for branding e.g. Pull-up banners for an event or request for or event support e.g. exhibition table, production of branded products, registration table or sponsorship. It can also include a request to develop a Marketing Strategy, Plan or Memo.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All requests will implemented

<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of approved marketing services activities implemented
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Number of marketing services requested against the number of marketing services requests implemented
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Collected through an email request or briefing form completed by the client
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Marketing and Distribution
<b>Who is responsible for collecting the data?</b>	Senior Secretary: Marketing and Distribution
<b>Who is responsible for checking and verifying the data captured?</b>	CD: CSA
<b>Means of verification (evidence)</b>	Marketing Register and approved marketing services forms, proof by means of photographs, etc.
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Human error in compiling the manual excel sheet

**INDICATOR RESPONSIBILITY**

<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA
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**2.3.7 Number of GCIS print products distributed**

<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of GCIS print products distributed
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Distribution of print products produced by the GCIS. These products are <i>Vuk'uzenzele</i> newspaper and the Annual Report.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	There will be no delays in printing of the products
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	12 editions of <i>Vuk'uzenzele</i> and the Annual Report
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of number of products distributed
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	The data comes from the distribution strategy and requests for distribution services by other units
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative

<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Marketing and Distribution
<b>Who is responsible for collecting the data?</b>	D: Marketing and Distribution
<b>Who is responsible for checking and verifying the data captured?</b>	CD: CSA
<b>Means of verification (evidence)</b>	Proof of deliveries and service providers' invoice
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Late submission of invoices and proof of delivery by service providers, which might result in reporting on a number without the evidence being immediately available.
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA

**Programme performance indicators**  
**Subprogramme 2.4: Entity Oversight**

**2.4.1 Number of performance review and compliance monitoring reports submitted to the Minister**

<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of performance review and compliance monitoring reports submitted to the Minister
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Monitor governance matters of public entities reporting to the Minister in The Presidency to ensure sustainability and viability. The report will focus on the operations, governance and financial model of public entities.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All public entities will provide all relevant information as required



<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Eight performance review and compliance monitoring reports submitted to the Minister
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of performance review and compliance monitoring reports of public entities submitted to the Minister
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Quarterly performance reports from public entities and analysis reports
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Entity Oversight
<b>Who is responsible for collecting the data?</b>	D: Entity Oversight
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Entity Oversight
<b>Means of verification (evidence)</b>	Actual reports and proof of submission to the Minister
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None

**INDICATOR RESPONSIBILITY**

<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Entity Oversight
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**Subprogramme 2.5: Media Policy****2.5.1 MAC Sector Code reviewed, updated and approved by the Minister in The Presidency**

<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	MAC Sector Code reviewed and updated and approved by the Minister in The Presidency
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	MAC stands for Marketing, Advertising and Communication, whereas the name of the structure that oversees transformation in this sector is called the B-BBEE MAC Sector/Charter Council.  MAC Sector/Charter Code is a document that guides sector transformation matters, including the allocation of B-BBEE scores allocated in this sector. This document must be reviewed through public participation on a four-years interval and the review process is done by members of the council.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All transformation information required to complete the report will be available
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	MAC Sector Code reviewed and published in the <i>Government Gazette</i> as per prescribed legislation
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of the MAC Sector Code published in the <i>Government Gazette</i>

<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	MAC Charter Council provides the information. This is done after the MAC Council conducts audits of transformation of all MAC companies, through oral, presentation and written submission made to the council
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Chief Directorate: Media Policy
<b>Who is responsible for collecting the data?</b>	CD: Media Policy
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Media Policy
<b>Means of verification (evidence)</b>	MAC Charter Code published in the <i>Government Gazette</i>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Media Policy

## Programme 3: Intergovernmental Coordination and Stakeholder Management

### Programme performance indicators Subprogramme 3.1: Media Engagement

#### 3.1.1 Number of engagements between government officials and senior journalists on government's key programmes in the NASP held

GENERAL INDICATOR INFORMATION	RESPONSE
<p><b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	<p>Number of engagements between government officials and senior journalists on government's key programmes in the NASP held</p>
<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>Meetings coordinated by the GCIS on behalf of government where senior officials meet and interact with media groupings such as the SABC, Newzroom Afrika, eNCA, Power FM and international media houses and platforms. The officials are HoCs within client departments.</p> <p>The processes of identifying the need for engaging with the media include three types of engagements with media, namely: Type 1: Projects and campaigns. Type 2: Assessment of the media environment. Type 3: Need for continuous building of relationships.</p>
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	<p>Media groupings and government officials will be available for the engagements</p>
<p><b>Disaggregation of beneficiaries (where applicable)</b></p> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	<p>N/A</p>
<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Engagements (24) with the media held as planned</p>
CALCULATION AND REPORTING	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	<p>Simple count of the number of engagements between government officials and senior journalists held as planned</p>

<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	<p><b>For media engagement type 1 and 2:</b> Send the meeting requests indicating the purpose of the meeting and conduct the meetings. It can either be the Assistant Director (ASD), DD and Director within the Directorate: Media Engagement.</p> <p><b>For media engagement type 3:</b> Develop a MANCO Memo to inform them about the engagement between Cabinet and either the South African National Editors' Forum or Press Gallery Association and SADC Media Awards.</p>
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly and annually
<b>DATA COLLECTION</b>	
<p><b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b></p>	Directorate: Domestic Media Engagement and Directorate: International Media Engagement
<p><b>Who is responsible for collecting the data?</b></p>	DD: Media Engagement
<p><b>Who is responsible for checking and verifying the data captured?</b></p>	D: Media Engagement
<p><b>Means of verification (evidence)</b></p>	Attendance register/report for online meetings (Skype and other virtual systems)
<p><b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	Cancellation of the meetings
<b>INDICATOR RESPONSIBILITY</b>	
<p><b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator</p>	D: Media Engagement and D: International Media Engagement



### 3.1.2 Number of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings

GENERAL INDICATOR INFORMATION	RESPONSE
<p><b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	<p>Number of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings</p>
<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>Format and issue the statements and/or hold a media briefings emanating out of Cabinet meetings held</p>
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	<p>Post-Cabinet briefings will be held as planned</p>
<p><b>Disaggregation of beneficiaries (where applicable)</b></p> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	<p>N/A</p>
<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>To issue the statement and/or hold a media briefing emanating out of a Cabinet Meeting held</p>
CALCULATION AND REPORTING	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	<p>Simple count of a post-Cabinet media statement following a media briefing</p>
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	<p>From the GCIS Media Liaison emails that result from the statements issued using that email address</p>
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Cumulative</p>
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly</p>

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Engagement
Who is responsible for collecting the data?	D: Media Engagement D: Parliamentary Office
Who is responsible for checking and verifying the data captured?	CD: Media Engagement
Means of verification (evidence)	Post-Cabinet Statement or media briefing attendance register
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

### 3.1.3 Percentage of media briefings supported from requests received from government departments per year

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of media briefings supported from requests received from government departments per year
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator measures media briefings hosted by the Media Engagement unit from requests received from various departments to communicate with the general public
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	The GCIS Media Engagement Unit will always be available to host media briefings
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A

<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of media briefings supported from requests received from government departments per year
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Count the number of media briefing requests received from government departments over the number of requests supported by the Media Engagement Unit
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	All requests from government departments are captured in a spreadsheet that is collated monthly
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Media Engagement
<b>Who is responsible for collecting the data?</b>	D: Media Engagement
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Media Engagement
<b>Means of verification (evidence)</b>	Media briefing requests spreadsheet, proof of issuing the advisories to the media and from government departments
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

## Subprogramme 3.2: Cluster Communication

### 3.2.1 Number of engagements with HoCs held

GENERAL INDICATOR INFORMATION	RESPONSE
<p><b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of engagements with HoCs held
<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	The engagements with the HoCs is a strategic forum to ensure communication is aligned and integrated to support the implementation of the NCSF
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	All national HoCs will attend the forum
<p><b>Disaggregation of beneficiaries (where applicable)</b></p> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Two engagements with the HoCs
CALCULATION AND REPORTING	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	Simple count of the number of engagements with the HoCs; held twice a year
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	The process of identifying the need for engagement is aligned with the NCSF programme
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Biannually

DATA COLLECTION	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Chief Directorate: Cluster Communication – Economic, Investment and Employment (EIE); Infrastructure Development; International Cooperation, Trade and Security (ICTS) and Justice, Crime Prevention and Security (JCPS)
<b>Who is responsible for collecting the data?</b>	D: Cluster Support (EIE, Infrastructure Development, ICTS and JCPS)
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Cluster Communication (EIE, Infrastructure Development, ICTS and JCPS)
<b>Means of verification (evidence)</b>	Minutes and attendance registers or virtual meeting report or audio recording for engagement with the HoCs
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Cancellation of the planned forums or unavailability of key stakeholders
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication (EIE, Infrastructure Development, ICTS and JCPS)

### 3.2.2 Number of ICFs held

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of ICFs held
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	An internal government communication system for public servants. (See page 11 of the <i>Government Communicators' Handbook</i> for the definition of government communication system).  To continually make public servants aware about government's programmes and disseminate important information they should know, using the ICF.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All invited officials will attend the ICF



<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	10 ICFs held
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of 10 ICFs held
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• Information from the Internal Communication Coordinator in the GCIS.</li> <li>• Emails, communiqués, SharePoint and ICFs, bulk SMS, website, reports, minutes of forums and from departmental communicators.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Cluster (Social Protection, Community and Human Development (SPCHD), GSCID
<b>Who is responsible for collecting the data?</b>	ASD: Internal Communications Coordinator
<b>Who is responsible for checking and verifying the data captured?</b>	D: Cluster Support
<b>Means of verification (evidence)</b>	Attendance registers/virtual meeting report and minutes
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The GCIS depends on content and products shared by government departments, as well as their active participation and cooperation in order to execute this function

**INDICATOR RESPONSIBILITY**

<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	D: Cluster Support: GSCID and SPCHD
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**3.2.3 Number of communication campaigns implemented aligned to the MTSF/SoNA priorities**

<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of communication campaigns. Implemented aligned to the MTSF/SoNA priorities
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Annually the Chief directorates: Cluster Communication initiate and implement key campaigns that are linked to the MTSF priorities. This is done in conjunction with or without lead departments.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Information needed to initiate the communication campaigns will be available. Participation by communicators and/or GCIS products and platforms.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four communications campaigns initiated aligned to MTSF priorities
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of four communication campaigns
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	MTSF and/or Cluster Communication programmes
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative

<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Biannually
<b>DATA COLLECTION</b>	
<p><b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b></p>	Chief directorates: Cluster Communication
<p><b>Who is responsible for collecting the data?</b></p>	DDs: Project managers
<p><b>Who is responsible for checking and verifying the data captured?</b></p>	Directors: Cluster Support
<p><b>Means of verification (evidence)</b></p>	Progress Report
<p><b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	Lack of content and support from communicators and/or GCIS products and platforms
<b>INDICATOR RESPONSIBILITY</b>	
<p><b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator</p>	Chief directors: Cluster Communication

**3.2.4 Number of communication training opportunities availed across the communication system**

GENERAL INDICATOR INFORMATION	RESPONSE
<p><b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of communication training opportunities availed across the communication system
<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	The indicator aims to report on the number of communication training provided to government communicators per year to ensure that the State has skilled public servants committed to the public and capable of consistently delivering high-quality services.
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	Government communicators will attend communication training opportunities created as per the GCIS's annual training plan

<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	20 training opportunities created per year
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of created communication training opportunities against the GCIS annual training plan
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	The Directorate: Government Communication Training and Development determines what communication training opportunities to be created for which recipients. The directorate is responsible for the development of reports against the annual training plan.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Government Communication Training and Development
<b>Who is responsible for collecting the data?</b>	D: Government Communication Training and Development
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Cluster Communication – GSCID and SPCHD and Training
<b>Means of verification (evidence)</b>	Formal report (feedback), Attendance registers/virtual report of the government communication training opportunities created.
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• Incomplete registers.</li> <li>• Postponement/cancellation of training by the targeted trainees which is beyond the control of the department.</li> <li>• Connectivity challenges during online training.</li> <li>• Lockdown restrictions effects.</li> </ul>

**INDICATOR RESPONSIBILITY**

<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Cluster Support
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**Subprogramme 3.3: Provincial and Local Liaison****3.3.1 Number of development communication projects aligned to the NCSF**

<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of development communication projects aligned to the NCSF
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Development communication project is a method of providing communities with information in a manner that enables them to use that information to improve their lives through various platforms such as community media, seminars, workshops, door-to-door visits, and taxi-and-mall activations. The NCSF indicates communication projects based on the NASP and cluster communication strategies.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Communities will use the information provided to them
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Targeted performance as planned, Not less than 1 140 development communication activations implemented
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	<ul style="list-style-type: none"> <li>• Two development communication projects per month per Senior Communication Officer (SCO) and two development communication activations per Regional Communication Coordinator per month.</li> <li>• Each project Exit Report captured on the Ward Information Management System (WIMS) is counted monthly and quarterly.</li> </ul>

<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	<ul style="list-style-type: none"> <li>• Capturing of development communication projects on WIMS.</li> <li>• Development communication projects captured and reported on WIMS by SCO and Regional Coordinator and then consolidated by provinces and head office.</li> <li>• Information derived from government departments and GCIS clusters but also emanates from community and stakeholder liaison visits, <i>izimbizo</i> of principals and the Government Cluster Communication System.</li> </ul>
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative
<p><b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly
<b>DATA COLLECTION</b>	
<p><b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b></p>	Directorate: PLL
<p><b>Who is responsible for collecting the data?</b></p>	Provincial directors
<p><b>Who is responsible for checking and verifying the data captured?</b></p>	D: Provincial Coordination
<p><b>Means of verification (evidence)</b></p>	Approved WIMS exit reports, and its supporting evidence to the Exit Report, such as pictorials with captions or Local Communication Assessment Report; recordings/pictorials for radio paid slots; broadcast report/letter from station and recordings for online engagements
<p><b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	<ul style="list-style-type: none"> <li>• The only limiting factor could be human error in capturing the data on WIMS.</li> <li>• Cancellation and postponement of development communication activations by other stakeholders.</li> <li>• Technical errors on WIMS.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<p><b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator</p>	CD: PLL



**3.3.2 Number of community and stakeholder liaison sessions/visits undertaken per year**

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of community and stakeholder liaison sessions/visits undertaken per year
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<ul style="list-style-type: none"> <li>• Community stakeholder liaison is an involvement of community-based organisations, non-governmental organisations, community media, local business and government, including local municipalities.</li> <li>• Conduct community liaison sessions/visits to do environmental assessments, distribute government information, meet with local stakeholders relevant to the work of government.</li> <li>• Daily engagements with various stakeholders and Thusong Service Centre structures.</li> <li>• Sessions via social-media platforms (Zoom/Skype/Google hangouts, WhatsApp, Chat groups) teleconference meetings.</li> </ul>
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Communities and stakeholders will be available
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	To achieve the targeted performance as planned; not less than 1 140 stakeholder and community liaison sessions/visits in a year
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	All the sessions/visits undertaken are calculated and reported on WIMS
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• Sessions via social-media platforms (Zoom/Skype/Google hangouts, WhatsApp, Chat groups) teleconference meetings.</li> <li>• Reports/minutes from stakeholders' meetings.</li> <li>• Community and stakeholder meetings and liaison online sessions/visits captured on WIMS.</li> <li>• Distribution reports captured on WIMS.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative

<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: PLL
<b>Who is responsible for collecting the data?</b>	Provincial directors
<b>Who is responsible for checking and verifying the data captured?</b>	D: Provincial Coordination
<b>Means of verification (evidence)</b>	Exit reports on the stakeholder liaison sessions/visits conducted and captured on WIMS and with its supporting evidence, such as attendance registers/minutes, Report Back template, screen captures of the WhatsApp and Zoom/Skype meetings.
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>Cancelled/postponed stakeholder meetings.</li> <li>Under-reporting.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PLL

### 3.3.3 Number of electronic *My District Today* newsletters published per year

<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of electronic <i>My District Today</i> newsletters published per year
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Focuses on the number of electronic <i>My District Today</i> newsletters published on the GCIS website
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	The GCIS website will always be available to publish the newsletter

<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	47 electronic <i>My District Today</i> newsletters published
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of published <i>My District Today</i> newsletters
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Information of past events in and around the nine provinces is collated by SCOs into draft articles and sent to the Head Office for consolidation of all the approved articles into the newsletter
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: PLL
<b>Who is responsible for collecting the data?</b>	Provincial directors: PLL
<b>Who is responsible for checking and verifying the data captured?</b>	D: Programme Support
<b>Means of verification (evidence)</b>	<i>My District Today</i> newsletters published on the GCIS website
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• Lack of HR capacity.</li> <li>• Layout and design not completed in time, depending on the availability of designers in the Chief Directorate: CSA.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PLL

### 3.3.4 Number of reports on support to the functioning of government communication system produced (provincial and local level) including the DDM

GENERAL INDICATOR INFORMATION	RESPONSE
<p><b>Indicator title:</b> Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	<p>Number of reports on support to the functioning of government communication system produced (provincial and local level) including the DDM (Refer to page 11 of the <i>Government Communicators' Handbook</i> for the definition of "government communication system".)</p>
<p><b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<ul style="list-style-type: none"> <li>• Dissemination of government content throughout the system (content including key messages, factsheets, communication strategies, Questions and Answers and other government communication content-rich documents/products).</li> <li>• Participation in government communication forums (District Communicators' Forum, Provincial Communicators' Forum, where applicable clusters).</li> <li>• Measures the extent to which the GCIS has been able to cascade government information to all platforms available.</li> </ul>
<p><b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof</p>	<p>Information to complete all the reports on functioning of government communication will be available</p>
<p><b>Disaggregation of beneficiaries (where applicable)</b></p> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>	<p>N/A</p>
<p><b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Ability to produce all four quarterly reports on the functioning of the intergovernmental communication system within the prescribed period</p>
CALCULATION AND REPORTING	
<p><b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated</p>	<p>Simple count of four reports on support to the functioning of government communication system produced</p>
<p><b>Source/collection of data:</b> Describes where the information comes from and how it is collected</p>	<ul style="list-style-type: none"> <li>• HoCs in provincial departments and municipalities.</li> <li>• Copies of communication strategies, messages and themes and media statements from lead departments and the GCIS but also through the cluster communication process.</li> <li>• Integrated development plans.</li> </ul>
<p><b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Cumulative</p>

<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Chief Directorate: PLL
<b>Who is responsible for collecting the data?</b>	Provincial directors: PLL
<b>Who is responsible for checking and verifying the data captured?</b>	D: Programme Support
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Copies of the quarterly report on support to functioning of the intergovernmental system.</li> <li>• Minutes of the meeting of the Programme: Intergovernmental Coordination and Stakeholder Management.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PLL





Government Communication and Information System

# ANNUAL PERFORMANCE PLAN

MEDIUM-TERM PERIOD 2022/23-2024/25

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT



## **TSHEDIMOSETSO HOUSE**

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