

ANNUAL REPORT

2013/14

Government Communication and Information System


The pulse of communication excellence in government



**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA





“It is never my custom to use words lightly. If 27 years in prison have done anything to us, it was to use the silence of solitude to make us understand how precious words are and how real speech is in its impact on the way people live and die.”

— Nelson Rolihlahla Mandela



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ANNUAL REPORT
2013/14
VOTE 9

On 27 April 1994 South Africa cast aside centuries of discrimination and oppression to form a new society built on the foundation of freedom and democracy. It marked the end of apartheid rule and introduced a new Constitutional order, wherein all work towards a united, non-racial, non-sexist, democratic and prosperous society.

However, we must never forget that our road to democracy was not easy and was achieved because of the unyielding sacrifice of thousands of patriots. The year 2014 presents an opportunity for the people of South Africa, the continent and rest of the world to join us in celebrating the South African story as we celebrate 20 Years of Freedom.

ANNUAL REPORT 2013/14

Submission of the Government Communication and Information System 2013/14 Annual Report

To the Minister of Communications, Ms Faith Muthambi, MP.

I have the honour of submitting to you, in accordance with the Public Finance Management Act, 1999 (Act 1 of 1999), the Government Communication and Information System's Annual Report for the period 1 April 2013 to 31 March 2014.



Ms Phumla Williams
Acting Chief Executive Officer and Accounting Officer

Date of submission: 29 August 2014



South Africa celebrates
**20 Years of
Freedom**

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PART A: GENERAL INFORMATION



DEPARTMENT GENERAL INFORMATION

GCIS

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Postal address: Private Bag X745, Pretoria, South Africa, 0001

Switchboard: 027 12 473 0000/1

Email: information@gcis.gov.za

Website: www.gcis.gov.za

LIST OF ABBREVIATIONS/ACRONYMS

ACEO	Acting Chief Executive Officer
AENE	Adjusted Estimates of National Expenditure
AGSA	Auditor-General South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Committee
AU	African Union
BAS	Basic Accounting System
BCP	Business Continuity Plan
BRICS	Brazil, Russia, India, China, South Africa
CEO	Chief Executive Officer
CMS	Content Management System
CoP	community of practice
CP&D	Content Processing and Dissemination
CSA	Communication Service Agency
DAC	Department of Arts and Culture
DBC	Departmental Bargaining Council
DCEO	Deputy Chief Executive Officer
DPME	Department of Performance Monitoring and Evaluation

DPSA	Department of Public Service and Administration
EE	Employment Equity
ESE	Economic Sector and Employment
FCA	Foreign Correspondents' Association
GCF	Government Communicators' Forum
GCIS	Government Communication and Information System
GCP	Government Communication Programme
HCT	HIV Counselling and Testing
HDI	historically disadvantaged individuals
HoC	Head of Communication
HR	Human Resources
HRD	Human Resources Development
HRM	Human Resource Management
HRP	Human Resources Plan
ICF	Internal Communicators' Forum
ICSM	Intergovernmental Coordination and Stakeholder Management
ICTS	International Cooperation, Trade and Security
IMS	Information Management System
IM&T	Information Management and Technology
IRC	Information Resource Centre
IT	Information Technology
JCPS	Justice, Crime Prevention and Security
KM	Knowledge Management
LOGIS	Logistical Information System
Manco	Management Committee
MDDA	Media Development and Diversity Agency
MPAT	Management Performance Assessment Tool
NCS	National Communication Strategy
NIA	National Intelligence Agency

OPSC	Office of the Public Service Commission
Palama	Public Administration Leadership and Management Academy
PGA	Press Gallery Association
PLL	Provincial and Local Liaison
PFMA	Public Finance Management Act
PMO	Project Management Office
PoA	Programme of Action
PPP	Public Participation Programme
Prisa	Public Relations Institute of Southern Africa
PSM	<i>Public Sector Manager</i>
RA	Reasonable Accommodation
SADC	Southern African Development Community
Sanef	South African National Editors' Forum
Saqa	South African Qualifications Authority
SAYB	<i>South Africa Yearbook</i>
SC	Steering Committee
SCM	Supply Chain Management
Sita	State Information Technology Agency
SMS	Senior Management Service
SMS	short message service
SoNA	State of the Nation Address
SPPM	Strategic Planning and Programme Management
STIs	sexually transmitted infections
TB	tuberculosis
TSC	Thusong Service Centre
WRC	Water Resource Commission
WSP	Workplace Skills Plan

FOREWORD BY THE MINISTER

The year under review brought with it important milestones and opportunities for reflection for the Government Communication and Information System (GCIS) and the country. In December 2013, we bade farewell to the country's founding President and the symbol of our struggle for liberation, Nelson Rolihlahla Mandela. The 2013/14 financial year was also the last year of the fifth administration of a democratic South Africa, and the start of a nationwide celebration of two decades of democracy.

The 2013/14 financial year also marked the 15th year of GCIS's existence and the final one in its current form. From 2014/15, the GCIS and its public entity, the Media Development and Diversity Agency (MDDA), will form part of a new Department of Communications, for which I am honoured to serve as minister.

Achievements and challenges

In 2013/14 – under the stewardship of outgoing Minister Collins Chabane and Deputy Minister Obed Bapela, and Ms Phumla Williams, GCIS's acting Chief Executive Officer – the department continued to provide strategic leadership in government communications. At the beginning of the year, the GCIS set out to further align its work with the communication imperatives identified in the National Development Plan (NDP). This included implementing the National Communication Strategy (NCS), with a focus on coordinating the government communication system to ensure citizens are active participants in government's efforts to realise the NDP's vision for 2030.

One of the department's greatest achievements towards realising this goal has been increasing the direct interaction between members of the Executive and the public, to whom they are ultimately accountable. Through these efforts, more South Africans received information that allowed them to take stock of our successes and failures as a nation over the past 20 years, and to play a more active role in working with government to address the challenges ahead.

In 2013/14, the GCIS implemented 2 910 development communication projects, reaching more than 36 million people, and conducted 3 879 community and stakeholder liaison visits. The department also coordinated 346 public participation events, or izimbizo, where political principals interacted directly with communities. Through the presidential Siyahlole programme, which remains the apex of the izimbizo

strategy, the President conducted visits to various communities around the country. Community media continues to play a pivotal role in increasing direct interaction with the public. While this form of media has grown significantly since 1994 and social media has ushered in a greater age of plurality despite being in its infancy in South Africa, the lack of media diversity continues to be a concern and an impediment to government's ability to hear and inform citizens.

During 2013/14, the GCIS, along with providing ongoing support through the MDDA, continued to help community media organisations develop content, including coordinating interviews with ministers, deputy ministers and other senior government leaders, and sharing news copy, audio, video and photographs prepared by the government news agency, SANews.

The department also provided further support to community media through its centralised media bulk-buying service offered to other government departments. In 2013/14, the GCIS placed over R28 million worth of advertisements in community press, radio and television. This has gone a long way towards ensuring that community media becomes sustainable and continues to provide a platform for those who do not have access to mainstream media to be heard and informed.

In recent years, the GCIS's primary challenge has been to fulfil an expanding mandate with finite resources in a rapidly changing media landscape. In 2013/14, the department continued to find ways to improve the alignment of departmental communication campaigns and programmes with government's strategic priorities, and to find more cost-effective ways to communicate with the public.

Looking ahead

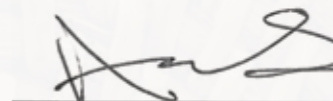
From 2014/15, the new Department of Communications, combining the GCIS, MDDA, Brand South Africa, the Independent Communications Authority of South Africa, Films and Publication Board and the South African Broadcasting Corporation (SABC), will focus on developing and implementing an overarching communication policy and strategy, disseminating information to the public, and managing the branding of the country internationally. The department will also form part of a new inter-ministerial committee to provide guidance and support to government on information and publicity.

Improving the effectiveness and coordination of government's communication and marketing will create a more informed citizenry, and help the country promote investments, grow the economy and create jobs. To this end, the department will continue to strengthen the izimbizo public participation platforms, invest in the content strategies and sustainability of community media, and improve the coordination of government's

communication products and platforms.

Acknowledgements

GCIS's achievements over the past 15 years would not have been possible without the determined work of the department's ministers, deputy ministers, executives and staff. I am indebted to them for their contribution to building a government communication system poised to pool and better coordinate its available resources to inform and empower citizens.



Ms Faith Muthambi, MP
Minister of Communications

Date: 29 August 2014



DEPUTY MINISTER'S STATEMENT

The GCIS continued to play a central role in ensuring that government communicates coherently and in a coordinated manner on issues of national importance during the 2013/14 financial year.

Activities and highlights

In December 2013, the department was responsible for coordinating government communication for the State Funeral of former President Nelson Mandela. It also successfully coordinated communication for national days, breaking news stories, and significant government events such as the roll-out of the new smart ID cards and the annual State of the Nation Address.

Coordinating communication is not always an easy task. Much of the time, the GCIS is not the custodian of the information that is to be communicated and it often is not the one to communicate it. As such, we have worked tirelessly over the past 15 years to build relationships with our colleagues in national, provincial and local government, and in government entities, to build a network of communicators that work together to help government speak with coherence and in a timely manner.

Coordinating communication in this way is an exercise in trust, which is built slowly over the years with each successful campaign but is easily eroded when things go wrong. We have invested in our people and our systems to ensure that communication campaigns entrusted to the department run smoothly and effectively.

In 2013/14, the years of toil bore fruit. The cyclical government communication campaigns ran as planned and our colleagues regularly sought GCIS's counsel when developing communication campaigns for new initiatives. The media monitoring systems that have been refined over the years allowed us to anticipate and prepare timely responses to national issues and to guide government departments in responding directly and promptly to issues.

Of course, there is always room for improvement. But our high-quality services continue to add value as we ensure the public becomes more informed and better equipped to hold government accountable and participate in decision making.

The networks of communicators we have established and the trust we have built provides a solid foundation for the department's next steps as it expands its reach

internationally through Brand South Africa and oversees the work of the public broadcaster.

Acknowledgements

I would like to thank my colleagues in Cabinet and throughout government for continuing to trust us with their message, and my predecessors for building these relationships. The next few years hold exciting possibilities for us to work together to ensure government communicates more meaningfully and effectively with citizens, business, media and the international community.

Ms Stella Ndabeni-Abrahams, MP
Deputy Minister of Communications

Date: 29 August 2014

REPORT OF THE ACCOUNTING OFFICER

Overview of the operations of the department

For GCIS to provide the strategic leadership in government communication that it has over the past 15 years and to coordinate the government communication system, the department has had to work to win the confidence of other government departments, media organisations and the public. Central to this has been nurturing relationships with these stakeholders, improving the quality of the department's work by investing in people and products, and strengthening the regulatory compliance and corporate governance framework.

These activities formed the basis of GCIS operations in 2013/14, with a strong centralised planning, monitoring and accountability mechanism coordinated through periodic meetings of the department's senior management. As a result, GCIS complied with all legislative requirements prescribed by the Public Finance Management Act (PFMA) (1999) and National Treasury regulations, which contributed to the department once again attaining a clean audit.

In addition, 94 percent of the department's employees had a performance management agreement in place in 2013/14 and 97 percent of their twice-yearly assessments were signed within the legislative timeframe. This exceeded the targets for the year. During the reporting period, the department also moved to a new head office building, Tshedimosetso House, which has improved its capacity to regularly simulcast media briefings to two locations, Cape Town and Pretoria, as well as to stream them live on the internet.

GCIS continued to support other departments in implementing the National Communication Strategy and interacting and communicating with the public, which made up the bulk of the allocation to GCIS's line function programmes in 2013/14. This included the allocation for the department's Thusong service centre strategy. GCIS held 654 marketing events during the year to improve public knowledge of the centres' services.

During the reporting period, GCIS also held regular meetings with members of the press, including the Foreign Correspondents' Association, and improved the systems used to coordinate post-Cabinet and other media briefings. The department monitored media and improved the quality of its rapid-response system, which

allowed government to respond quickly and in a more coordinated manner to breaking news stories and to set the media agenda in the interest of the public.

GCIS also generated media products of its own, including the Vuk'uzenzele newspaper, and managed government's digital media offerings, such as the government online website and the GCIS website. The department also hired a social media manager to oversee the expansion of government's communication strategy into new media formats.

Overview of the financial results of the department

The GCIS was allocated R396.7 million for the 2013/14 financial year. The budget allocation had an increase of R40.5 million during the Adjusted Estimates of National Expenditure (AENE), resulting in a total of R437.2 million in voted funds. The breakdown of the increase was as follows:

- R39.8 million was rolled-over from 2012/13 to 2013/14 financial year in respect of the new head office building

- R631 000 was allocated for higher personnel cost than the main budget provided for.

Of the allocated budget of R437.2 million, GCIS spent R440.9 million (100.8%), resulting in overspending of R3.7 million (0.8%). The overspending was due to the State Funeral of the former State President, Mr Nelson Mandela of which the total expenditure amounted to R10.6 million. It is estimated that a further R3.1 million will be paid in 2014/15 for services rendered. Although it was initially indicated by National Treasury that the expenditure relating to the State Funeral can be claimed, GCIS' request to be refunded was disapproved.

GCIS continues to adhere to sound financial management as stipulated in the Public Finance Management Act, 1999 (Act 1 of 1999), and National Treasury Regulations. To ensure that GCIS maintains sound financial governance that is client-focused and responsive to the overall operating environment, the financial policies are reviewed annually to ensure that they still comply with the Public Finance Management Act, 1999 and National Treasury Regulations.

Departmental receipts

Departmental receipts	2013/2014			2012/2013		
	Estimate (R'000)	Actual Amount Collected (R'000)	(Over)/Under Collection (R'000)	Estimate (R'000)	Actual Amount Collected (R'000)	(Over)/Under Collection (R'000)
1. Sale of goods and services other than capital assets	294	237	57	3,386	405	2,981
2. Interest, dividends and rent on land	120	79	41	232	118	114
3. Financial transactions in assets and liabilities	320	558	(238)	297	490	(193)
TOTAL	734	874	(140)	3,915	1,013	2,902

GCIS produces various information products, including posters, banners, photos and videos on behalf of other departments. Some of these photos and videos are sold to the public and other departments. The department also provides graphic design services to government departments and for GCIS initiated projects. Tariffs are developed after determining the direct costs linked to the production of information products. Tariffs make no provision for a profit margin.

A total of R237 000 was generated during the 2013/14 financial year from selling photos and CD's which is R57 000 less than initially estimated. Included in the R237 000 is an amount of R20 000 received from the service provider in respect of the Public Sector Manager Magazine (PSM). The income generated through sales

is deposited directly into the National Revenue Fund on a monthly basis.

Recoveries relating to financial transactions in assets and liabilities relate mostly to the take-on of debt in respect of previous financial years, such as breach of bursary contracts. The department collected total revenue of R140 000 more than the estimate for the 2013/14 financial year mainly due to the increased revenue in financial transactions in assets and liabilities.

The main reason for the under collection of revenue in sales of goods and services in 2012/13 relate to the estimated amount that should have been received from the service provider in respect of the PSM magazine. The estimate was based on a contractual agreement

between GCIS and the service provider. GCIS requested the intervention of National Treasury and the Auditor-General to assist in recovering the outstanding amount. The total outstanding revenue from 1 July 2012 to 31 March 2014 amount to R6.6 million. GCIS had several meetings with the service provider and sends monthly reminders in respect of the outstanding revenue.

The estimated revenue was not included in the projected revenue collections for 2013/14 as GCIS was in consultation with National Treasury in determining the legality of the agreement relating to the recovering of revenue. It has since been resolved and National Treasury confirmed that a valid contract was established between GCIS and the service provider. GCIS will continue to pursue the matter.

GCIS was responsible for government communication in respect of the State Funeral of the former President Mr Nelson Mandela. GCIS did not budget for the unforeseen expenditure and approached National Treasury regarding the funding of the project. Initially it was indicated that GCIS could be allocated additional

funds through a special adjustments budget process but National Treasury indicated in January 2014 that GCIS had to fund the expenditure through a reprioritisation process. The total cost of the State Funeral amount to approximately R13.8 million of which R10.6 million was paid in the 2013/14 financial

year. Due to reprioritisation and cost containment measures that GCIS already instated since August 2013 to fund a deficit on the infrastructure of the new head office building, R6.9 million was used to fund the State Funeral, resulting in an over spending of R3.7 million on the Vote.

Programme Expenditure

The 2013/14 spending trend per Programme is as follows:

Main division	Final Appropriation (R'000)	Actual Expenditure (R'000)	(Over)/ Under Expenditure (R'000)	Final Appropriation (R'000)	Actual Expenditure (R'000)	(Over)/Under Expenditure (R'000)
1. Administration	184,458	184,457	1	194,340	154,494	39,846
2. Content Processing and Dissemination	82,600	82,600	-	87,840	85,962	1,878
3. Intergovernmental Coordination and Stakeholder Management	118,249	120,566	(2,317)	127,282	125,794	1,488
4. Communication Service Agency	51,910	53,290	(1,380)	51,519	51,519	-
TOTAL	437,217	440,913	(3,696)	460,981	417,769	43,212

Virements/roll overs

The following virement and additional budget allocation were approved through the Adjustments Estimates process:

Main division	Original budget (R'000)	Virement (R'000)	Roll-overs (R'000)	Other adjustments (R'000)	Adjusted Estimates of National Expenditure (ENE) (R'000)
1. Administration	132,589	8,380	39,846	631	181,446
2. Content Processing and Dissemination	96,985	(7,681)	-	-	89,304
3. Intergovernmental Coordination and Stakeholder Management	119,993	(1,744)	-	-	118,249
4. Communication Service Agency	47,173	1,045	-	-	48,218
TOTAL	396,740	-	39,846	631	437,217

The above is represented by the following:

- an increase of R312 000 in Compensation of Employees for salary increases following the Public Service Coordinating Bargaining Council resolution
- an increase of R319 000 in Transfers and subsidies in respect of leave gratification
- Goods and Services increased with R3.477 million to fund operational activities, including the new head office building in respect of minor assets
- Payments for capital assets increased with R36.369 million in respect of capital assets for the new head office building (Tshedimosetso House)
- Total roll-overs amount to R39.846 million (R3.477 million plus R36.369 million) in respect of the new Head Office (Tshedimosetso House)

The following virement was approved by the Accounting Officer and National Treasury after the Adjusted Estimates of National Expenditure:

Main division	Adjusted ENE (R'000)	Virement (R'000)	Final appropriation (R'000)
1. Administration	181,446	3,012	184,458
2. Content Processing and Dissemination	89,304	(6,704)	82,600
3. Intergovernmental Coordination and Stakeholder Management	118,249	-	118,249
4. Communication Service Agency	48,218	3,692	51,910
TOTAL	437,217	-	437,217

The above virement is represented by the net effect of the following:

- a decrease of R6 456 000 in Compensation of Employees to fund a deficit in the Goods and Services budget due to the State Funeral expenditure
- a decrease of R2 031 000 in Goods and Services to fund capital assets in respect of purchases relating to the new head office building (Tshedimoseiso House)
- an increase of R499 000 in Transfers and Subsidies to fund the payment of TV licenses to the South African Broadcasting Corporation (SABC) as well as leave gratification payments
- an increase of R7 988 000 in Capital Assets to fund expenditure in respect of the new head office building (Tshedimoseiso House)



Future plans and actions of the department

Over the medium term, the department aims to gradually implement the 2014-19 National Communication Strategy Framework to support the communication campaigns of other departments,

especially with regard to government's five priorities. The communication platforms such as *Vuk'uzenzele*, the *Public Sector Manager* magazine, *South Africa Yearbook*, *Pocket Guide to South Africa*, *GovComms* will be marketed to increase the demand and extend the reach of government's message to the citizens. A strong presence and frequency on social media will be maintained to ensure a continuous presence of government voice on these platforms. The coherence and responsiveness of government's messages will be facilitated through interdepartmental coordination across the three spheres of government of national, provincial and district communication forums. Furthermore, weekly opinion pieces on topical issues in the communication and media environment will be issued for publication in the local media.

The department will further support the government in building a capable state by professionalising the government communication system through coordinating and implementing effective training programmes for government communicators. The Thusong Service Centres will be marketed and communication campaigns will be executed through

community media and outreach platforms, such as town hall meetings, public participation programme events and stakeholder engagements.

Community and stakeholder liaison visits and development communication campaigns will be implemented in order to address communication and information needs of communities. The department will hold strategic engagements between political principals and media stakeholders in order to ensure the centrality of government's voice in the media. Additionally a daily rapid response system will continue to guide departments by analysing and recommending proactive and reactive communication on issues in the national and international environment.

Public Private Partnerships

The department did not enter into any PPPs.

Discontinued activities / activities to be discontinued

The department did not have any planned activities that were discounted during the 2013/14 financial year.

New or proposed activities

There are no new or proposed activities in the departmental corporate plans.

Supply chain management

The Department did not procure goods or services from suppliers through unsolicited proposals during the year under review. The Department has effective supply chain management processes in place to ensure efficiency, effective, equitable and economical procurement of goods and services in harmony with the Public Finance Management Act (PFMA). Departmental policies are

reviewed annually and compliance requirements are discussed with all GCIS staff and approved by the departmental management committee. All these systems are put in place to proactively prevent possible irregular expenditure.

All assets are captured in the Asset Register (Logis). GCIS has always had an asset-management unit which resides under Supply Chain Management Directorate. Responsibility/cost-centre managers are appointed in writing by the delegated authority as controllers of assets that fall within their chief directorates and directorates. Asset management teams are appointed annually to conduct comprehensive asset verification within the department and its management. Asset reconciliations are performed between the asset register and general ledger.

Gifts and Donations received in kind from non-related parties

Refer to Annexure 1D on page 142.

Exemptions and deviations received from the National Treasury

None

Events after the reporting period

With regard to the recent legal matter reported under contingent liability in the Financial Statements of the department, which involves Statistics South Africa and the service provider, GCIS subsequent to the reporting period, received a notice from the High Court dated 8 May 2014, in which the party that filed court papers against GCIS, withdrew the matter from the court roll. GCIS is in the same position as it was in the financial year 2012/13, being just an "interested party" to the current pending court case.

Other

The insourcing model of bulk media buying has put enormous pressure on the units responsible for this function within the GCIS, namely, Communication Service Agency (CSA) and Supply Chain Management (SCM). The department had to restructure the CSA unit and capacitate the SCM with temporary staff to ensure that the GCIS adequately respond to the requests from departments. Despite approval to insource bulk media buying and to implement the National Communication Strategy, National Treasury did not allocate funds to implement these projects.

I would like to thank the former Minister and Deputy Minister in The Presidency, Mr Collins Chabane and Mr Obed Bapela for the leadership they provided during the financial year under review. I express my appreciation to Minister Muthambi and Deputy-Minister Ndabeni-Abrahams for ushering us into the new Medium Term Strategic Framework cycle.

Ms Phumla Williams
Accounting Officer

Date: 29 August 2014



STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout the Annual Report are consistent.

The Annual Report is complete, accurate and is free from any omissions.

The Annual Report has been prepared in accordance with the guidelines on the Annual Report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by National Treasury.

The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources (HR) information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the Annual Report fairly reflects the operations, the performance information, the HR information and the financial affairs of the department for the financial year ended 31 March 2014.

Yours faithfully

Ms Phumla Williams
Accounting Officer

Date: 29 August 2014

STRATEGIC OVERVIEW

Vision

To be the pulse of communication excellence in government.

Mission

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

Values

Value	Meaning and behaviour associated with the value
Professionalism	<ul style="list-style-type: none"> The organisation strives to operate at the highest level of professionalism in all business dealings at all times. 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. Officials should be courteous and honest, behaving responsibly when dealing with clients and representing the organisation. Officials should demonstrate a level of excellence that goes beyond the department's normal work and official requirements.
Diversity	<ul style="list-style-type: none"> The department contributes to democracy and equality by promoting a safe, positive and nurturing environment for everyone. 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. Officials should strive to understand and embrace each other's points of view, beyond simple tolerance, giving everyone the opportunity to express themselves. This attitude should extend to the public.

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

LEGISLATIVE AND OTHER MANDATES

The Government Communication and Information System (GCIS) was formally established in terms of section 239 of the Constitution of the Republic of South Africa, 1996 and as a strategic unit in The Presidency in terms of section 7 of the Public Service Act, 1994 (Act 103 of 1994). The organisation is mandated to coordinate, guide and advise on government communication, including media liaison, development communication and marketing. It works to achieve integrated, coordinated and clear communications between government and South African citizens, which enables the public to be involved in the country's transformation. The work of the GCIS is further informed by:

- The Constitution of the Republic of South Africa, 1996
- The PFMA of 1999 as amended
- International bilateral and multilateral agreements
- National Treasury's Framework for Strategic Plans and Annual Performance Plans (APPs)
- The Medium Term Strategic Framework 2009 – 2014.

ORGANOGRAM

Minister
Ms F Muthambi, MP

Deputy Minister
Ms S Ndabeni-Abrahams, MP

Acting Chief Executive Officer
Ms P Williams

Director:
Office of the Chief Executive Officer
Ms P Pillay

Deputy Chief Executive Officer:
Communication Service Agency
Not funded

Chief Director:
Communication Service Agency
Mr D Liphoko

Deputy Chief Executive Officer:
Content Processing and Dissemination
Mr H Maloka

Chief Director:
Policy and Research
Ms T Carrim

Chief Director:
Products and Platforms
Mr T Seale

Chief Director: Marketing and Distribution
Vacant

Deputy Chief Executive Officer:
Intergovernmental Coordination and Stakeholder Management
Ms N Legoabe

Chief Director:
Provincial and Local Liaison
Mr M Currin

Chief Director:
Media Engagement
Ms N Momodu

Chief Director: Social Sector and Governance and Admin Clusters
Mr L Leso

Chief Director: Economic and Infrastructure, Justice and International Clusters
Ms N Tengimfene

Acting Deputy Chief Executive Officer:
Corporate Services
Mr K Semakane

Chief Director: Strategic Planning and Programme Management
Ms Z Potye

Chief Financial Officer
Mr KZ Momeka

Chief Director:
Information Management and Technology
Mr T Vandayar

Chief Director: Training and Development
Mr B Simons

Chief Director:
Human Resources
Mr K Semakane

Chief Audit Executive
Mr D Modiba

ENTITIES REPORTING TO THE MINISTER

Name of entity	Legislative mandate	Financial relationship	Nature of operations
MDDA	The agency was established in terms of the MDDA Act, 2002 (Act 14 of 2002)	The GCIS makes transfer payments to fund the MDDA's activities	The agency ensures an enabling environment for continued media diversification, giving people from all demographic groups the opportunity to participate in public discourse



PART B: PERFORMANCE INFORMATION



AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to pages 110 – 111 of the Report of the Auditor-general, published as Part E: Annual Financial Statements.

OVERVIEW OF DEPARTMENTAL PERFORMANCE

Service-delivery environment

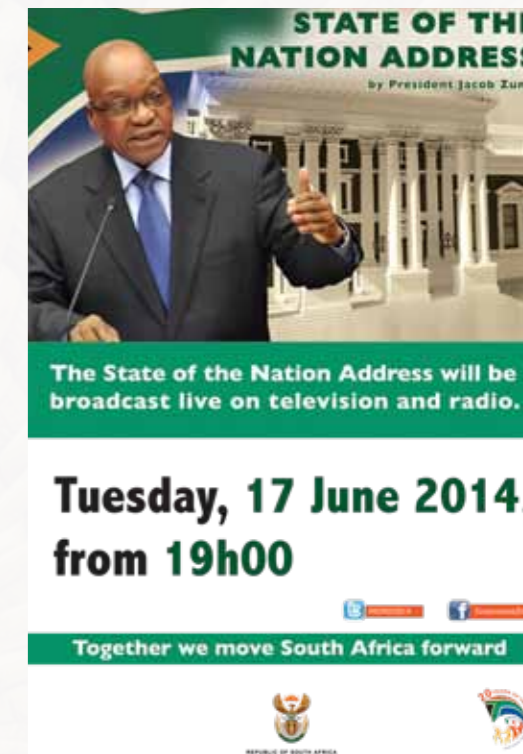
The year under review was marked by historic milestones. In December 2013, the country mourned the passing of former President Nelson Mandela. The year 2014 brought another significant moment in South Africa's history – 20 Years of Freedom since the first democratic elections in 1994. During this time, the GCIS continued to work to ensure that government's voice was heard, and that the public was informed and empowered.

The GCIS experienced increased demand for its services in 2013/14. This was partly due to the department's flagship projects, in which it successfully provided communication support for the state funeral, the 2014 State of the National Address (SoNA) and the 20 Years of Freedom celebrations.

To address the increased demand, GCIS deployed more staff to carry out activities across the country. Demand has also grown due to the department's strategic marketing of its products and services to other government departments. As a result, GCIS exceeded many of its targets for the reporting period. Staff capacity, however, is also affected by this growth in demand.

Highlights for 2013/14 include:

- Providing communication services to the government and public during the 10-day mourning period leading up to the State Funeral, including developing key messages, ensuring coherence in government communications, accrediting 5 000 media personnel, operating a 24-hour information call centre, providing daily updates through media briefings and on government websites and social media platforms, and producing various commemorative products.
- Ensuring a comprehensive, coordinated approach to the SoNA, taking into consideration the politically charged communication environment due to 2014 being an election year. The GCIS worked to intensify awareness, build public anticipation, expand access, and ensure clarity and coherence in the voice of government.
- Implementing a communication strategy for the country's celebration of 20 Years of Freedom by developing a logo and design concept for the celebrations, coordinating panel discussions and workshops, producing key messages and products, and working with government departments to ensure communication was aligned.



Service-delivery improvement plan – 2013/14

The department has completed its service-delivery improvement plan. The tables below highlight the plan and the achievements to date.

Main services and standards

Main services	Beneficiaries	Current standard	Desired standard	Actual achievement against standards
Provide communication support to national departments	Heads of communication (HoCs)	16 key messages, fact sheets and other content documents developed in consultation with line departments and aligned to the government message	20 key messages, fact sheets and other content documents developed in consultation with line departments and aligned to the government message	<p>Key messages:</p> <ul style="list-style-type: none"> 158 key messages on a range of topics and issues were drafted for government spokespersons and government departments to inform government communications. <p>Fact sheets:</p> <ul style="list-style-type: none"> Albinism Independent Communications Authority of South Africa Management Performance Assessment Tool (MPAT) report Apply Now campaign Harmful practices and beliefs Championship of African Nations International Water Week Poor-performing matriculants. <p>Other content documents and communication services:</p> <ul style="list-style-type: none"> Produced 153 content products on a range of topics and issues. Distributed 36 alerts of breaking news and sent 219 daily SMS news synopsis (excluding public holidays, weekends and holiday periods). Eight newsletters drafted for political principals and government communicators. Developed a leaflet; speaking notes on status of women in rural areas. Questions & Answers for two Post-Cabinet media briefings and content guidelines for cluster briefings. Six content documents on the general report on Audit Outcomes of Local Government.
Provide communication support to national departments	HoCs	Communication support provided to 30% of departments	Communication support provided to 60% of departments	Provided media production and language services support to 73% of national departments.

Main services	Beneficiaries	Current standard	Desired standard	Actual achievement against standards
Provide communication support to national departments	HoCs	Up-to-date relevant information in line with theme months, provided through access to internet connection using computers in the Information Resource Centres (IRCs), dissemination of information and government products through the IRCs and outreach programmes	Up-to-date relevant information in line with theme months, provided through access to internet connection using computers in the IRCs, dissemination of information and government products through the IRCs and outreach programmes	<ul style="list-style-type: none"> New look www.gov.za was implemented in September. Review of the GCIS website content was completed. Service provider continued with development for new content management system (CMS) for www.gov.za and www.services.gov.za
		No standard	Client service approach adopted	<ul style="list-style-type: none"> Held two Government Communicators' Forum (GCF) and three Internal Communicators' Forum (ICF) to maintain and strengthen working relationships with key government communicators
		No standard	Clusters to maintain an open and transparent relationship with HoCs	<ul style="list-style-type: none"> The GCIS manages the communication clusters to integrate, coordinate and align the work of communications to government priorities. Cluster coordinators liaise with, maintain and strengthen the GCIS' relationship with HoCs. Communicators are called by the cluster coordinators regularly on various issues such as rapid response, upcoming campaigns, cluster communication programmes, policies, etc. Regular meetings are held with HoCs from national departments. During these meetings the GCIS and HoCs plan, implement and review cluster and priority communication plans together. Clusters have other mechanisms to liaise with and share information amongst communicators, such as the GCF's website, regular email communiqués and a Bulk SMS service.
		No standard	Provision of accurate information about communication opportunities and how to access them	<ul style="list-style-type: none"> Distributed 736 879 government communication materials at distribution network points and development communication projects. Conducted 3 879 community and stakeholder liaison visits through distribution, environmental assessments, communication strategising, Thusong Forum meetings and newsletters. Published 48 electronic <i>My District Today</i>. Provided support to 346 <i>izimbizo</i> events by provincial and local political principals. Produced and transmitted 70 radio programmes and live link-ups. Produced and distributed 21 million copies of <i>Vuk'uzenzele</i>.

Main services	Beneficiaries	Current standard	Desired standard	Actual achievement against standards
		Media schedules and communication strategies approved by clients	Media schedules and communication strategies approved by clients	<p>Media schedules:</p> <ul style="list-style-type: none"> Held 257 media engagements on various government communication campaigns Conducted 135 radio interviews with various interviewees and topics related to the State Funeral. The GCIS ACEO was interviewed on various radio stations on a range of topics. <p>Communication strategies:</p> <ul style="list-style-type: none"> Developed and revised communication strategies for various campaigns on behalf of client departments. Coordinated the development of the International Communication Strategy approved by Minister Collins Chabane.
Provide communication support to national departments	HoCs	No standard	Resolving queries within 48 hours and escalating, where necessary	Received 262 queries and resolved 258 queries within 48 hours.
Provide communication support to national departments	HoCs	No standard	Efficient and effective service	Implemented 214 media-buying campaigns.
Coordinate communication forums across all spheres of government to strengthen intergovernmental relations	Provincial and local government	34 functional district communication forums out of 43 district municipalities	Three additional communication forums to ensure a total of 40	During the period under review, there were 40 functional communication forums in which 446 meetings were held to strengthen intergovernmental relations.
Coordinate communication forums across all spheres of government to strengthen intergovernmental relations	Provincial and local government	Three functional Metro communication forums out of eight metros	Six Metro communication forums	<p>There are five functional Metro communication forums:</p> <ul style="list-style-type: none"> Eastern Cape x 2 – Nelson Mandela Bay and Buffalo City Free State x 1 – Mangaung KwaZulu-Natal x 1– Ethekewini Gauteng x 1– Ekurhuleni

Batho Pele arrangements with beneficiaries: Consultation with customers

Current arrangement	Desired arrangement	Actual achievements
<p>Create the following platforms for citizens to interact with government and access information:</p> <ul style="list-style-type: none"> Izimbizo/Public-Participation Programme (PPP) Thusong Service Centres Outreach programmes 	<p>Improve the following platforms for citizens to interact with government and access information:</p> <ul style="list-style-type: none"> Izimbizo/PPP Thusong Service Centres Outreach programmes 	<ul style="list-style-type: none"> Political principals implemented 346 PPP events. Implemented 2 910 development communication projects and 654 marketing events for Thusong Service Centres. 736 879 government communications materials were distributed to provincial and local communities.

Service-delivery information tool

Current /actual information tools	Desired information tool	Actual achievements
Web portals IRCs' websites	Web portals IRCs' websites	<ul style="list-style-type: none"> Received 262 queries (for example, how to apply for an identity document, access government pension or unemployment insurance payments) Resolved 258 of these queries within 48 hours and referred other queries to relevant departments

Complaints mechanism

Current / actual complaints mechanism	Desired complaints Mechanism	Actual achievements
<p>Should we not live up to the above commitments; complaints may be addressed telephonically or in writing to the GCIS' Hotline.</p> <p>The Hotline operates from 07:30 to 16:30 – Monday to Friday – and is accessible through five different channels:</p> <ul style="list-style-type: none"> Calls: 012 473 0283 Batho Pele Hotline: 086 042 8392 Email: information@gcis.gov.za Letters: Chief or Deputy Information Officer GCIS Private Bag X745 Pretoria 2000 Presidential Hotline: 17737 	<ul style="list-style-type: none"> Calls: 012 473 0283 Batho Pele Hotline: 086 042 8392 Email: information@gcis.gov.za Letters: Chief or Deputy Information Officer GCIS Private Bag X745 Pretoria 2000 Presidential Hotline: 17737 	<p>The GCIS received three issues through the Presidential Hotline; one was successfully dealt with internally while two others were redirected to the correct department, after providing a response to the clients.</p> <p>69 399 people visited IRCs. Of these, 67 715 were in nine provinces and 1 684 at head office and Parliament's IRC.</p>

Organisational environment

GCIS management held a mid-term review and strategic planning session in November 2013, to assess organisational performance and discuss strategies to achieve targets at risk of not being achieved by the end of the financial year.

The department has refined its process for auditing performance information. The Internal Audit unit verifies the information 30 days after the end of the quarter, before submitting it to management and the relevant oversight bodies. The Financial Control Forum was introduced to ensure compliance with public service financial policies and prescripts. The forum takes place every month to discuss expenditure trends against budgets. It also helps with the preparation of the quarterly interim and annual financial statements.

In line with the government-wide request to reduce spending, the GCIS implemented various cost-cutting measures during the year:

- Meetings, strategic planning sessions and workshops are held in the department or at venues in other government departments or public entities. There is no catering for such events.
- Travel and subsistence claims on private cars' kilometres are controlled and kept to a minimum. Officials hire a lower class of car and travel with other officials if possible.
- Overnight trips are minimised.
- Overtime authorisation is strictly controlled.

During 2013/14, the GCIS implemented *Yammer* – an internal social network to improve interaction between staff members and promote the sharing of information. The department also introduced an e-Suggestion box to get ideas, suggestions and comments.

In October 2013, the GCIS held an Open Day for its staff. Various external institutions and internal directorates

were invited to exhibit their services and products to GCIS employees. Staff attended HR workshops, which trained participants on the processes of recruiting, disciplinary hearings and various topics relating to labour relations. To ensure that staff members remain informed and adhere to government regulations, the GCIS issued circulars about prescripts and policies.

To further enhance service delivery, the GCIS relocated to a new head office, Tshedimotso House in Hatfield, in May 2013. This was also in response to its growing staff complement over the years. Some of the units were based in separate offices in Hatfield and this posed logistical problems as frequent trips were made daily between two offices for work-related activities. Three senior management positions were vacant at the beginning of 2013/14, but these were filled in the second quarter. The GCIS has maintained a vacancy rate below the 8% norm throughout the year.

Key policy developments and legislative changes

There were no changes in policies or legislation that may have affected operations during the reporting period.

STRATEGIC OUTCOME-ORIENTED GOALS

Strategic outcome-oriented goal

Coherent, responsive and cost-effective communication services for all government programmes. This goal directly supports government's outcomes-based approach, specifically Outcome 12: "An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship".

Goal statement

Provide strategic leadership in government communication and coordinate a government communication system that ensures the public is informed of government programmes and policies.

This outcome-oriented goal is expressed through the department's activities and its five strategic objectives.

GOVERNMENT'S 12 OUTCOMES

Improved basic education
A long and healthy life for all South Africans
All people in South Africa are and feel safe
Decent employment through inclusive economic growth
A skilled and capable workforce to support an inclusive growth path
An efficient, competitive and responsive economic infrastructure network
Vibrant, equitable and sustainable rural communities with food security for all
Sustainable human settlements and improved quality of household life
A responsive, accountable, effective and efficient local government system
Environmental assets and natural resources that are well-protected and continually enhanced
Create a better South Africa and contribute to a better and safer Africa and world
Outcome 12(a): An efficient, effective and development-oriented public service
Outcome 12(b): An empowered, fair and inclusive citizenship
Output: Quality of service delivery and access to government services

PERFORMANCE INFORMATION BY PROGRAMME

Programme 1: Administration

Purpose

Provide overall management and support for the department.

Strategic objective

Provide responsive, cost-effective, compliant and business-focused corporate services.



Subprogramme: SPPM

Achievements

The subprogramme met all of its legislative deadlines prescribed by the PFMA of 1999 and other Treasury regulations. It tabled the 2012/13 Annual Report in Parliament, as well as quarterly performance reports and corrective action plans. The subprogramme also facilitated two strategic planning sessions and a mid-term review to develop future planning documents.

During the reporting period, SPPM implemented the risk-management strategy and policy, as well as the fraud-prevention and corruption policy and strategy. It created awareness across the organisation using internal messages.

The MPAT, a tool that assesses implementation of management practices, assessed the department's risk-management key performance area at Level 4 in 2013. A Level 4 means that a department is compliant and operating smartly in terms of its management practices in that management area. The objective of MPAT is to get the majority of departments to operate at Level 4.

The Project Management Office (PMO) produced a 12-month master plan, as well as eight monthly project reports and four quarterly performance reports. The office also reviewed and finalised a project-management handbook in October 2013. The PMO made great strides in entrenching project management best practice in the organisation through seminars, an exhibition at the GCIS Open Day in October 2013, presentations and roundtables to solicit feedback on the implementation of project management in the GCIS.

Challenges

A business continuity presentation was made to the Directors' Forum in November 2013 and another to the Management Committee (Manco) in February 2014. The Business Continuity Plan (BCP) was presented to the Audit and Risk Committee (ARC), to Manco twice and to the Corporate Services Branch for inputs. The policy and the plan were being reviewed by the end of the financial year.

Subprogramme: HRM

Achievements

During 2013/14, 94% of GCIS staff signed performance agreements, exceeding the 90% target for the year. The outstanding agreements were not signed due to staff members' prolonged leave. In addition, 97% of the department's biannual assessments were signed within the legislated time frame. The GCIS has maintained a vacancy rate below the Department of Public Service and Administration's (DPSA) 8% standard.

The MPAT assessed the department's implementation of best recruitment practices at Level 4 in 2013. In recognition of this achievement, the Department of Performance Monitoring and Evaluation (DPME) will be using GCIS HR as a case study.

Challenges

Given the huge mandate of the GCIS, the current staff complement is insufficient and the allocated budget for the Medium Term Expenditure Framework for the period 2012/13 - 2014/15 does not provide for additional funding in the outer years. The personnel suitability checks conducted by the National Intelligence Agency (NIA) and South African Qualifications Authority (Saqa) are negatively affecting the pace of filling vacant posts.

Subprogramme: IM&T

Achievements

The subprogramme implemented IT infrastructure in the new head office building. It also implemented a media accreditation system during the reporting period.

Challenges

IT support capacity remains a challenge. New technology has been implemented as the GCIS mandate has expanded and its staff complement has increased. However, the subprogramme's support staff capacity has not increased to meet the growing demand for information and communications technology support.

Subprogramme: Finance, SCM and Auxiliary Services

Achievements

The GCIS received an unqualified audit report for its 2012/13 annual financial statements and it adhered to all budget cycle deadlines. During 2013/14, the GCIS implemented cost-containment measures in line with National Treasury's instructions.

The department successfully relocated to new office premises, Tshedimosetso House in Hatfield, in May 2013.

Challenges

During the year under review, media bulk-buying continued to gain momentum as demand from government departments and entities increased, thus putting pressure on existing staff as they tried to deal with the increased workload.

Subprogramme: Internal Audit

Achievements

The audit process has been refined to ensure that performance information is verified before it is submitted to GCIS management and relevant oversight bodies for approval.

Challenges

Delayed management responses on audit findings affect the completion of the audit process. The subprogramme will follow up with managers to ensure timely responses.

Subprogramme: HR Development (HRD) and Training

Achievements

All staff members attended workshops on labour relations, which provided training on the processes of recruiting, disciplinary hearings and other related topics.

HRD and Training implemented the Reasonable Accommodation (RA) Plan, which deals with the reduction of the impact a disability has on a person's capacity to discharge the essential functions of a job. The subprogramme conducted about 122 rehabilitation sessions for employees with disabilities and about 206 stress-relief sessions with staff members. The subprogramme trained 289 communicators in government communications and held four training sessions for political principals during 2013/14. The updated *Government Communicators' Handbook* was posted on the GCIS website and the link was shared with government communicators.

Challenges

The government communication training for both political principals and newly appointed communicators was put on hold during the fourth quarter of 2013/14. The unit was preparing the training course for the newly appointed political principals in the new administration.

Objectives, performance indicators, targets and actual performance

Subprogramme: Strategic Planning and Programme Management					
Subprogramme objective: Implement efficient and effective strategic management processes and procedures in line with relevant legislation					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
An approved five-year Strategic Plan and aligned three-year APP, in accordance with PFMA of 1999 and planning framework	Tabled 2013-2016 APP in Parliament on 13 March 2013, as required As there were no policy or mandate shifts, five-year Strategic Plan tabled in March 2012 was not reviewed or re-tabled	Tabling of the reviewed 2014-2017 APP in Parliament	Tabled reviewed 2014-2017 APP in Parliament on 12 March 2014	None	None
Approved performance reports submitted to relevant authorities to comply with prescripts	Submitted approved 2011/12 fourth quarter and first, second and third quarter performance reports for 2012/13 to National Treasury and Executive Authority, as legislated	Four quarterly performance reports produced according to the specified time frames and within the prescribed legislation	Submitted approved 2012/13 fourth quarter and 2013/14 first, second and third quarter performance reports to National Treasury and Executive Authority	None	None
Annual Report produced and tabled in accordance with prescribed National Treasury guidelines and within legislated time frames	Tabled 2011/12 Annual Report in Parliament on 28 September 2012	Table the departmental Annual Report in Parliament within the legislated time frames	Tabled 2012/13 Annual Report in Parliament on 28 September 2013	None	None
Annual Report to Citizens produced	No historical information	Annual Report to Citizens produced	Produced 2012/13 Annual Report to Citizens and submitted to the Office of the Public Service Commission (OPSC) in March 2014	None	None
2013/14 risk profile through risk identification, assessments and rating	No historic information	Approved strategic and operational risks register	Developed 2013/14 strategic and operational risk register which was approved by Manco with mitigation plans	None	None

Subprogramme: Strategic Planning and Programme Management					
Subprogramme objective: Implement efficient and effective strategic management processes and procedures in line with relevant legislation					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Progress reports on the implementation of risk-mitigation plans produced and approved by the Manco and the ARCs	No historical information	Progress reports on the implementation of mitigation plans	Progress reports on the implementation of risk-mitigation plans produced and approved by Manco and the ARCs	None	None
Messages on fraud-prevention awareness communicated to all GCIS staff to prevent fraud	No historical information	Produced four fraud-prevention messages and two risk-management newsletters annually	Produced four fraud-prevention messages and two risk-management newsletters	None	None
Approved BCP / Business Impact Analysis and reports quarterly	No historical information	Review and monitor the implementation of the BCP and report implementation to Manco.	<p>Presented draft 2013/14 BCP to the ARC, which referred it back to Manco for consideration in May 2013</p> <p>Draft plan was reviewed by Corporate Services Branch in September 2013 and by an external service provider in October 2013 and February 2014</p> <p>Service provider presented on business continuity management at Directors' Forum in November 2013 and to Manco in February 2014, following mini chief-directorate workshops on business continuity</p>	Monitoring of BCP's implementation and reports to Manco were not achieved	The BCP was not approved by end of 2013/14, therefore progress reports on its implementation could not be produced

Subprogramme: Strategic Planning and Programme Management					
Subprogramme objective: Implement best-practice project management for GCIS and government-wide communications projects					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Produce an annual master plan to Manco highlighting the number of ad hoc requests received, services required by client departments and resources to be used	No historic information	An annual projects master plan produced and approved by Manco annually	A 12-month project schedule was produced and approved by the Content Hub in July 2013	None	None
Monthly and quarterly progress reports on project status produced and approved by Manco	No historic information	Eight monthly reports and four quarterly progress reports on project status approved by Manco	Eight monthly reports and four quarterly progress reports on project status produced and approved by Manco	None	None
Number of community of practice (CoP) sessions	No historic information	Three CoP and one seminar on project management per year.	Held three (CoP) sessions and one seminar on project management	None	None
Communication and marketing campaign on project management	Achieved 64% adherence to <i>Project Management Handbook</i>	Communications and marketing campaign of the project management discipline implemented using the new <i>Project Management Handbook</i> .	The project management communication and marketing plan was revised and submitted to Manco in December 2013. The PMO exhibited at the GCIS Open Day in October 2013. The <i>Project Management Handbook</i> was reviewed by October 2013. Two newsletters on project management published in March dealt with the project management life-cycle in the handbook	None	None

Subprogramme: Human Resource Management					
Subprogramme objective: Attract and retain highly skilled human capital					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Implementation of the 2013–2017 HR Strategy	Reviewed 2010 – 2013 HR Strategy	Implementation of the approved HR Plan (HRP) 2013–2017	Approved and implemented HRP 2013–2017	None	None
Percentage of the GCIS staff's performance agreements signed	100% of staff entered into 2012/13 performance agreements	90% of the GCIS staff's performance agreements signed within the legislated time frame	Signed 94% of staff performance agreements within legislated time frame	Exceeded target by 4%	Regularly followed up with affected staff
Percentage of GCIS staff annual assessments signed	2011/12 annual assessments were signed and moderated	90% of the GCIS biannual assessments signed within the legislated time frame	Signed 97% of biannual assessments within legislated time frame	Exceeded target by 7%	Regularly followed up with affected staff
Number of reports on bilateral and quarterly meetings of the Departmental Bargaining Council (DBC)	Quarterly meetings of the DBC were held and reports were presented to management	Four reports per year	Compiled four reports on bilateral and quarterly meetings of DBC	None	None
Number of reports on the implementation of the Employment Equity (EE) Plan.	Four reports on the implementation of the EE Plan were submitted	Four reports on the implementation of the EE Plan	Compiled four reports on implementation of EE plan	None	None
Percentage vacancy rate maintained	95% of posts were filled at any given time during the year	Maintain 8% vacancy rate	Maintained 6,4% vacancy rate	Exceeded target by 1,6%	Very few employees left the GCIS during 2013/14
Number of progress reports according to the operational plan	Four reports on the implementation of the Internal Communication Strategy were produced	Four quarterly reports on the implementation of the Internal Communication Strategy	Produced four quarterly reports on implementation of Internal Communication Strategy	None	None

Subprogramme: Information Management and Technology					
Subprogramme objective: Provide efficient and effective information technology infrastructure and systems					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Implementation of 2013–2016 IM&T Strategic Plan	IM&T Steering Committee (SC) approved 2013–2016 IM&T Strategic Plan in March 2013	Implementation of strategic elements of the 2013–2016 IM&T Strategic Plan	The following strategic elements were implemented: <ul style="list-style-type: none"> Network Capacity: Increased wide area network links at the GCIS head office and Eastern and Western Cape provincial offices through the State Information Technology Agency (Sita) Unified communications: Implemented Internet Protocol network with voice and video conferencing facility (press room) at the GCIS head office Information Systems: Implemented media accreditation system 	None	None
	Renewed software licence agreements for enterprise licences	Information Technology infrastructure and Software renewed annually			
Number of IT asset reports to IM&T SC	Produced and presented the two IT asset reports to the IM&T SC	Two IT asset reports to IM&T SC	Updated and presented two IT asset reports to IM&T SC	None	None
Number of reports on IT support produced	Compiled the four IT support reports for the year	Four IT support reports produced	Produced four IT support reports	None	None

Subprogramme: Information Management and Technology					
Subprogramme objective: Provide efficient and effective information technology infrastructure and systems					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of reports on information management systems development (IMS) and support provided	Revamped the following systems: <ul style="list-style-type: none"> organisational performance management system training services management system media system and wards IMS Implemented two new systems with external service providers <ul style="list-style-type: none"> enterprise project management system online job application system 	Four reports on IMS development and support provided	Compiled four reports on IMS development and support Presented two IMS project progress reports and two feasibility study reports for new systems to IM&T SC Enhanced seven IMS and helped GCIS Information Centre with procurement process for new library system	None	None

Subprogramme: Finance, SCM and Auxiliary Services					
Subprogramme objective: Provide proactive, flexible, compliant and cost-effective finance, supply chain management and facilities management					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Submitted annual financial statements to the AGSA and National Treasury by 31 May	Submitted 2011/12 annual financial statements to AGSA and National Treasury on 31 May 2012. Submitted interim financial statements for fourth quarter of 2011/12 and first three quarters of 2012/13 to National Treasury by due dates	Submission of accurate annual financial statements and four interim financial statements to National Treasury	Submitted four interim financial and accurate annual financial statements to National Treasury within the legislated time frames	None	None

Subprogramme: Finance, SCM and Auxiliary Services					
Subprogramme objective: Provide proactive, flexible, compliant and cost-effective finance, supply chain management and facilities management					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of financial analysis and cash-flow reports submitted to National Treasury in line with the budget cycle	Submitted 12 monthly financial analysis and cash-flow reports to National Treasury, in line with budget cycle	12 financial analysis and cash-flow reports submitted to National Treasury in line with the budget cycle	Submitted 12 financial analysis and cash-flow reports to National Treasury in line with budget cycle	None	None
Percentage of payments processed within the legislated time frame (30 days)	Processed 11 131 payments and processed 10 990 (98,7%) within 30 days	100% of all compliant invoices paid within 30 days	8 840 payments were processed. 8 816 were processed within 30 days. This translates to 99,7%	Target underachieved by 0,3%	Relocated to new premises Increased workload due to media buying
Percentage of orders processed within 48 hours	Processed 6 988 out of 8 379 received orders (83,4%) within 48 hours	70% of compliant request for orders processed within 48 hours	6 806 orders were processed, 4 825 were processed within 48 hours. This translates to 71%	Target exceeded by 1%	e-Requisition introduced in middle of 2013/14
Head office operating from the new premises	Equipped 82% of new building	Relocation to new offices	The GCIS has been operating from new premises since 20 May 2013	None	None

Subprogramme: Internal Audit					
Subprogramme objective: Provide professional internal audit services to improve governance and risk control					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Three-year Risk-based Internal Audit Plan and an updated Annual Operational Plan approved	No historic information	Updated Risk-based Internal Audit Plan and 2013/14 Annual Operational Plan	Updated Risk-based Internal Audit Plan and 2013/14 Annual Operational plan approved by Audit Committee on 22 May 2013	None	None

Subprogramme: Internal Audit					
Subprogramme objective: Provide professional internal audit services to improve governance and risk control					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of progress reports produced on assurance audits	No historic information	Four progress reports	Produced four progress reports on assurance audits	None	None
Number of reports produced on consulting (advisory) services	No historic information	Three reports on advisory services	Produced three progress reports on advisory services	None	None

Subprogramme: Human Resources Development and Training					
Subprogramme objective: Attract and retain highly skilled human capital					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Approved HRD Plan	Development Plan approved and implemented	HRD Plan approved and implemented	Approved and implemented HRD Plan	None	None
Approved Workplace Skills Plan (WSP)	WSP approved and implemented	WSP approved and implemented	Approved and implemented WSP	None	None
HIV and AIDS, sexually transmitted infections (STIs) & Tuberculosis (TB) Management and Operational Plan approved.	Wellness Plan approved and implemented. Four HIV counselling and testing reports submitted to the DPSA	HIV and AIDS, STIs & TB Management and Operational Plan approved and implemented	Approved and implemented HIV and AIDS, STIs and TB Management and Operational Plan	None	None
Approved Gender Mainstreaming Plan	No historic information	Gender mainstreaming approved and implemented	Approved and implemented gender mainstreaming plan	None	None
Approved RA Plan	RA Plan developed and approved	RA Plan implemented	Implemented RA Plan	None	None

Subprogramme: Human Resources Development and Training					
Subprogramme objective: Attract and retain highly skilled human capital					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Academic course that covers all aspects of government communication	Held academic symposium on 10 and 11 September 2012 in partnership with the Public Administration Leadership and Management Academy (Palama) and Public Relations Institute of Southern Africa (Prisa) Introduced Certificate in Government Communications after symposium	Follow-up symposium	Met with Prisa to discuss progress made since 2012 symposium In place of holding a second symposium, a small group of academics and GCIS officials reviewed the old curriculum, which contributed to huge cost savings	None	None
Development of an accredited short-term training programme for government communicators	Request for quotations issued and withdrawn after most bidders came in above target Requests for bids were later issued and the University of Pretoria was appointed to draft course content for certification, which it has since been done	Monitor and report on Palama's accreditation and implementation of the course Promote course among government communicators and evaluate communicator attendance	Developed the course	Course was handed over to the GCIS by service provider during quarter three	Course will be handed over to National School of Government (previously Palama) in 2014/15
			Monitoring of accreditation did not take place	None	None
Develop specific programmes for training and capacity building of government political principals	No historic information	Four training sessions of government political principals	Held three training sessions of government political principals.	Target underachieved by one session	The Eastern Cape postponed the scheduled June training for municipal mayors and speakers
Number of induction sessions conducted for newly appointed communicators	Nine induction sessions held	Five induction sessions as and when required	Held nine induction sessions	Exceeded target by four sessions	More requests received than anticipated from provinces and departments for new appointees to be inducted
Government Communicators' Handbook distributed to government communicators.	Reviewed and produced 1 000 CDs of Government Communicators' Handbook	Update and distribute the Government Communicators' Handbook electronically	Completed handbook and posted on the GCIS website for government communicators	None	None

Strategy to overcome areas of underperformance

Monthly and quarterly performance reports are discussed and approved by the management and ARCs before the quarterly reports are submitted to the National Treasury and the Executive Authority as a legislative requirement. Non-achieved or partially achieved targets from previous quarters are updated by implementing corrective actions and reported on during the following reporting periods.

Changes to planned targets

There were no changes to planned targets.

Linking performance with budgets

		2013/14						2012/13		
Details per Subprogramme		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
		R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1.1	DEPARTMENTAL MANAGEMENT	7 083	-	(692)	6 391	6 391	-	100,0%	7 797	7 796
1.2	CORPORATE SERVICES	52 058	-	(417)	51 641	51 641	-	100,0%	53 740	53 741
1.3	FINANCIAL ADMINISTRATION	76 930	-	680	77 610	77 608	2	100,0%	112 228	72 382
1.4	INTERNAL AUDIT	6 197	-	714	6 911	6 912	(1)	100,0%	7 077	7 077
1.5	OFFICE ACCOMMODATION	39 178	-	2 727	41 905	41 905	-	100,0%	13 498	13 498
	Total	181 446	-	3 012	184 458	184 457	1	100,0%	194 340	154 494

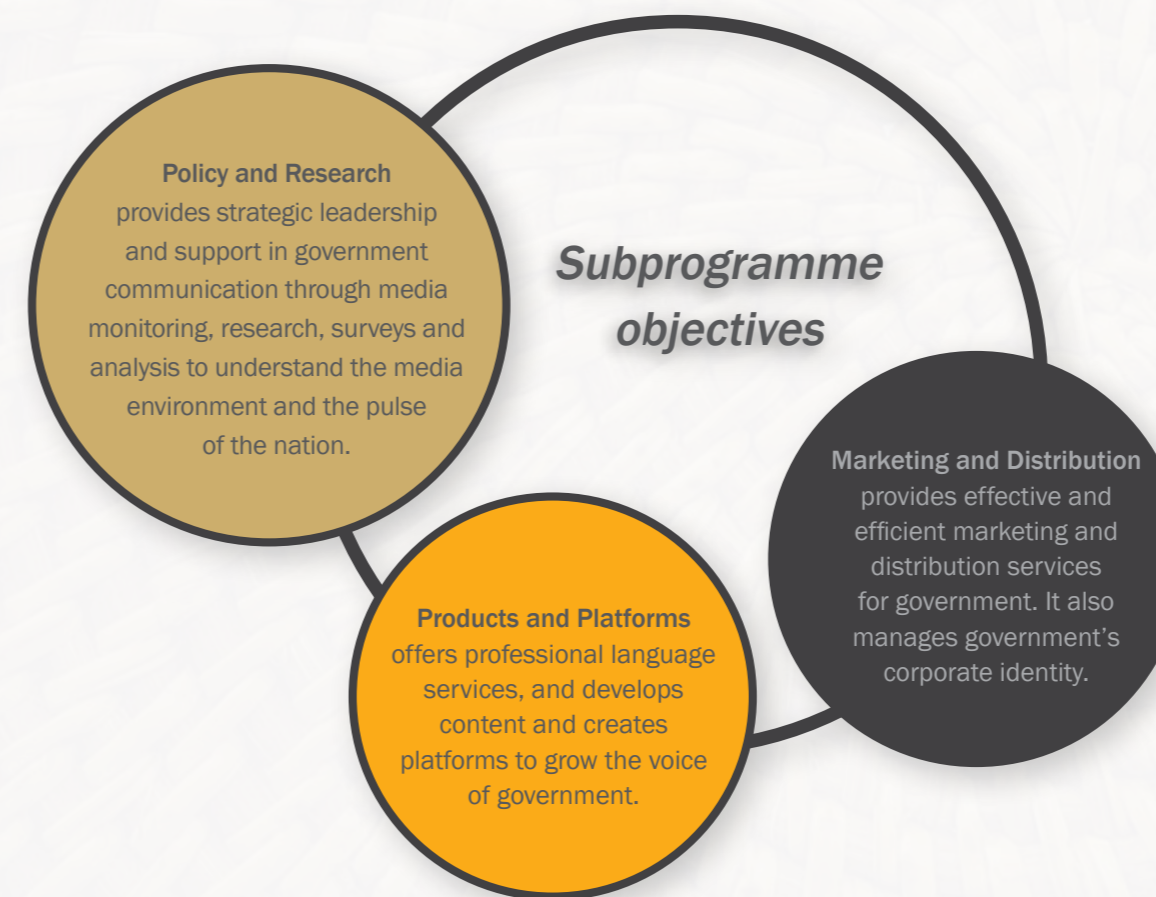
Programme 2: Content Processing and Dissemination (CP&D)

Purpose

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

Strategic objective

- Build people, products, processes and a reliable knowledge base to ensure an effective government communication system.
- Project, defend and maintain the image of government and the State.



Subprogramme: Policy and Research

Achievements

During 2013/14, Policy and Research conducted public opinion research to assess the *pulse of the nation* by reflecting on the public's perception of government performance. In the wake of the death of former President Mandela, the subprogramme established a 24-hour call centre to handle media and general enquiries during the country's 10 days of mourning leading up to the funeral.

It provided advisory services to client departments, producing 77 focused analysis reports. The subprogramme also completed a knowledge management (KM) audit for the review of the 2014–2017 KM strategy. During 2013/14, Policy and Research collected and consolidated inputs from departments for the SoNA.

Challenges

A key challenge for the subprogramme is its ability to keep up with government communication research requests.

Subprogramme: Products and Platforms

Achievements

During 2013/14, the subprogramme's various communication platforms focused on the five key priorities of government, prominent campaigns (Smart ID cards, 16 Days of No Violence and Mandela Day) and events of national interest, such as the State Funeral and the SoNA.

The GCIS's communication platforms also provided extensive support to the 20 Years of Freedom campaign, including amplifying government's *Twenty Year Review*.

To date, more than 110 million copies of *Vuk'uzenzele* have been distributed since the newspaper was introduced, in all official languages and in Braille. In 2013/14, the GCIS produced 21 million copies of the newspaper. *Vuk'uzenzele* online page views ranged between 19 563 to 28 138 every month.

Since March 2013, the Language Services unit has been responsible for the translation and quality control of Government Services and Government Online website content. Every fortnight, the unit translates and uploads the Cabinet Statement in all official languages, as well as French and Portuguese.

During 2013/14, Electronic Information Resources pursued its mission of maintaining comprehensive, accurate, current and user-oriented websites. The Government Online website recorded about 41,3 million page views, while 7,6 million views were recorded on the GCIS website. By the end of 2013/14, work was at an advanced stage to upgrade the design of the Government Online website to be more responsive, so that it can recognise the devices used to access the site and optimise presentation to suit such devices.

The GCIS appointed its first Social Media Director to entrench the department's use of social media, as well as communicators' use across government. Following this appointment, a draft social media strategy was developed, and previously dispersed social media accounts were aligned. As part of the department's push towards digital media, Facebook and Twitter accounts for *Vuk'uzenzele* newspaper and *Public Sector Manager (PSM)* magazine are active and continue to grow. The GCIS provided consistent, detailed information to the media and the general public on social media platforms during the State Funeral, which resulted in an increase in its online following.

Challenges

Given the extent of the national population, GCIS print products are limited in reach due to budget constraints. During 2013/14, the department investigated options to digitise key products, while remaining mindful that smart devices and internet access remain limited in certain pockets of the population.

The content team takes great care to strategically select the issues and events that it covers, but, due to constraints in staffing and travel expenses, it is unable to focus on all of the events and storylines that government generates.

The Language Services unit lacks adequate capacity, thus placing pressure on the existing three permanent language practitioners to deliver against tight deadlines. Plans are under way to increase the staff complement of the Content Development directorate (editing and proofreading) and the Language Services unit, which will enable the GCIS to better manage the increasing demand for language services from both internal and external clients.

This increase in demand indicates an underlying challenge – client departments across government appear to lack sufficient resources to achieve linguistic diversity.

As the GCIS increases its presence on social media, it has to ensure that it stays on message, and adheres to guidelines on ethical and effective use of these platforms. In addition, it is hard to measure the impact of engagement on social media and to track the range of statistics generated every day

Subprogramme: Marketing and Distribution

Achievements

During 2013/14, the Marketing and Distribution subprogramme made significant gains in positioning the GCIS as a communications centre of excellence, coordinating flagship marketing events and marketing its services to key stakeholders. Notable highlights include the launch of Tshedimoseiso House – the new home of GCIS, the department's partnership with Eskom's 49M Movement and the successful event management of the inaugural MDDA Community Media Forum. The department also relaunched the GCIS Invitational Charity Golf Day, which raises funds to prevent women and child abuse.

Protecting government's corporate identity has received much attention during 2013/14, with significant growth in the number of corporate advisory interventions to guide departments, provinces and state-owned entities on the correct use of government's heraldry. The subprogramme successfully rolled out the 20 Years of Freedom logo across the government-wide communication system.

Challenges

The popularity of *Vuk'uzenzele* newspaper has put pressure on the distribution system. To address this challenge, the GCIS has reviewed its distribution methodology to ensure equitable access to government information. Elevating the PSM Forum speaker profile has also had the unintended consequence of exposing the department to late cancellation from headline speakers.

Objectives, performance indicators, targets and actual performance

Subprogramme: Policy and Research

Subprogramme objective: Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of newsletters drafted for political principals and government communicators	Distributed two Insight newsletters titled <i>“Developing a nation through infrastructure and “Confronting youth unemployment”</i>	Eight newsletters drafted for political principals and government communicators	Drafted eight newsletters for political principals and government communicators	None	None
Number of cluster reports produced	Made 35 presentations to cluster meetings on public perceptions relevant to clusters' priorities and work	Two reports per cluster biannually (14 reports)	Produced two reports per cluster biannually	None	None
Impact assessment of a predetermined list of GCIS's communication products and services to be shared at Manco	Produced four impact assessment reports of various GCIS products and services	Two impact assessment reports	Produced two impact assessment reports	None	None
<i>Pulse of the Nation</i> research reports produced for political principals only	Produced four reports	Two <i>Pulse of the Nation</i> research reports	Produced two <i>Pulse of the Nation</i> research reports	None	None
Knowledge-sharing events. KM service	Held nine KM forums KM strategy approved	Four knowledge-sharing events Directories updated continually	Held five knowledge-sharing events Updated Directories for national departments, provincial departments, media and TSCs continually	Exceeded target by one event	The DPME Combined Data Forum was originally scheduled for December. The event was postponed to the fourth quarter due to the State Funeral

Subprogramme: Policy and Research					
Subprogramme objective: Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of reports on communication monitoring and evaluation to be shared with the CEO and Manco	No historic information	Four reports on communication monitoring and evaluation focusing on three aspects of the scorecard.	Produced four reports on communication monitoring and evaluation	None	None
Annual report of an assessment of the media landscape	Completed chapters of media landscape book, and started with layout and design	Annual report	Submitted two chapters to language editor Submitted two second drafts (MDDA and Media Tenor) Seven second drafts to be submitted in April 2014	Annual report not published	Delays in chapter submissions End of April 2014 is final cut-off date for outstanding chapters
Annual syntheses of departmental achievements and plans for SoNA	Produced consolidated synthesis report, with government achievements and plans for SoNA	Produce report on consolidated national and provincial government achievements and plans for SoNA	Produced report on consolidated SoNA inputs/ achievements from government departments and sent to The Presidency	None	None
Number of press clippings and media coverage reports for internal and external stakeholders	Made 18 353 sets of press clippings	Daily issue of comprehensive media coverage reports and clippings to internal and external stakeholders (excluding weekends, public holidays and holiday periods)	Produced daily press clippings for government departments (excluding weekends, public holidays and holiday periods)	None	None
Alerts of breaking news sent to internal and external stakeholders	Produced 24 breaking-news alerts	Send alerts of breaking news to internal and external stakeholders	Sent 36 breaking-news alerts to internal and external stakeholders	None	None
SMS news synopsis	No historical information	Send daily SMS news synopsis (excluding public holidays, weekends and holiday periods)	Sent 219 SMS news synopses (excluding public holidays, weekends and holiday periods)	None	None

Subprogramme: Policy and Research					
Subprogramme objective: Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of key messages drafted for government spokespersons and government departments to inform government communications	Produced 142 communication products	48 sets of key messages drafted for government spokespersons and government departments to inform government communications	Drafted 158 sets of key messages for government spokespersons and departments to inform government communications	Target exceeded by 110 key messages	Increased demand for key messages
Communication content, including briefing and background documents, fact sheets and media content compiled for political principals and government officials when required	No historical information	12 communication content products compiled for political principals and government officials	Developed 153 content products for political principals and government officials	Target exceeded by 141 products	Increased demand for Communication Resource Centre writing capacity
Approval of the strategy for the <i>Twenty Year Review</i> by relevant FOSAD Committees and Cabinet Clusters.	A project plan was developed and shared with government communicators. Drafted strategy on the broader 20 Years of Freedom project and consulted with relevant clusters and communicators	Implementation of the strategy for the <i>Twenty Year Review</i> through consultation with relevant departments and provinces.	Implemented <i>Twenty Years of Freedom</i> communication strategy Integrated strategy with activities of the Department of Arts and Culture (DAC) The DAC launched project with GCIS support Compiled research report on public perceptions of government's achievements since 1994, what it needs to focus on going forward, and willingness to get involved in initiatives to better South Africa Developed <i>Twenty Year Review</i> book with the DPME	None	None
Research conducted on at least two segments	No historical information	Extend segmentation model to better understand two segments, including the youth	Explored segments through national qualitative research project Compiled comprehensive report and presentation on research findings Held workshop on 27 November 2013 with Brand Leadership and proposed names for segments	None	None

Subprogramme: Products and Platforms					
Subprogramme objective: Provide expertise to offer the best communication solutions to government through professional language services					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of language service requests received from the GCIS and other government departments	Attended to 1 231 language service requests	Language services based on approximately 400 requests from the GCIS and government departments	Attended to 1 151 language service requests received from GCIS and other government departments	Target exceeded by 751 requests	Increased number of requests, especially editing Each language translated or quality controlled is counted as a single request

Subprogramme: Products and Platforms					
Subprogramme objective: Develop content and create platforms to grow the voice of government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of copies annually produced and distributed of <i>South Africa Yearbook (SAYB)</i> and <i>Pocket Guide to South Africa</i>	Produced and distributed 45 000 print copies and 4 000 DVDs of SAYB. Printed and distributed 20 000 copies of <i>Pocket Guide to South Africa</i>	Annual production of: *45 000 copies of the SAYB and 4 000 DVDs *20 000 copies of the <i>Pocket Guide to South Africa</i>	Produced 45 000 copies and 4 000 DVDs of SAYB and 20 000 copies of <i>Pocket Guide to South Africa</i>	None	None
Production of print and/or electronic products to create public awareness of the National Orders	Eight page newspaper supplement on National Orders produced in English and Afrikaans and placed in the <i>Sunday World</i> , <i>Sunday Sun</i> and <i>Die Son</i> Four-page supplement in <i>The New Age</i> , <i>PSM</i> magazine carried four-page advertorials both before and after the national orders awards ceremony	One print product in support of the National Orders campaign	Produced newspaper supplements in <i>Sunday Times</i> , <i>Sunday World</i> , <i>Daily Sun</i> , <i>Beeld</i> , <i>Die Burger</i> and <i>Volksblad</i>	None	None

Subprogramme: Products and Platforms					
Subprogramme objective: Develop content and create platforms to grow the voice of government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of copies of <i>Vuk'uzenzele</i> newspaper published per year	Produced 20,7 million copies, consisting of 11 16-page editions of 1,7 million copies and one 24-page edition with a print run of two million	20,4 million copies of the newspaper produced annually	Produced 21 million copies of the newspaper produced	Target exceeded by 600 000 copies	Two editions (January and March 2014) had print run of two million each January focused on former President Mandela March focused on SoNA and Budget Speech
	Produced 4 844 Braille copies of newspaper	4 800 Braille copies produced annually	Produced 5 400 Braille copies	Target exceeded by 600 copies	Increased demand for Braille version of <i>Vuk'uzenzele</i>
	Produced 12 online editions of newspaper	12 versions of the monthly website updated	Updated 12 versions of monthly website	None	None
Number of <i>PSM</i> magazines produced annually	Produced 170 091 copies of the <i>PSM</i> magazine	144 000 copies produced annually	Produced 175 000 copies of <i>PSM</i> magazine	Target exceeded by 31 000 copies	Produced additional 23 000 copies for retail sales market Printed 8 000 special-edition copies featuring former President Mandela
Number of <i>GovComms</i> copies produced annually	Produced 60 000 <i>GovComms</i> copies	48 000 <i>GovComms</i> copies produced annually	Produced 56 000 <i>GovComms</i> copies	Target exceeded by 8 000 copies	Produced extra copies to match number of <i>PSM</i> magazines (<i>GovComms</i> is inserted as a supplement)
Number of newsletters published	Produced six electronic newsletters	12 electronic newsletters	Produced 12 electronic newsletters	None	None

Subprogramme: Products and Platforms					
Subprogramme objective: Develop content and create platforms to grow the voice of government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Comprehensive, accurate, current and usable websites conforming to best practices	Work to substantially upgrade the South Africa Government Online, South Africa Government Services and SAnews.gov.za websites was mostly completed. Government websites received enhancements: - Careers page and blog created on South Africa Government Online website - GCIS website upgraded with more responsive design - External service provider edited selected content on South Africa Government Services website South Africa Government Online, GCIS and South Africa Government Services websites were constantly updated, including posting 8 445 speeches and statements and 2 637 documents (acts, bills, regulations and other official government documents). 41,3 million page views recorded on South Africa Government Online Website. 7,6 million views recorded on the GCIS website	Quarterly assessment of content of websites with a view to improvement and updating	New look www.gov.za was implemented in September. Review of GCIS website content was completed. Service provider continued with development for new CMS for www.gov.za and www.services.gov.za	None	None
Number of reports on responses/support offered to web managers, based on requests for assistance	Responded to 59 requests for support from web managers (32 external requests and 27 internal requests). Held two workshops for government web managers. Compiled policy guidelines for government web managers. Conducted three content audits of national government websites	Four reports on GCIS responses/support offered to web managers based on requests for assistance	Produced four reports on GCIS responses and support offered to web managers, based on requests for assistance	None	None

Subprogramme: Products and Platforms					
Subprogramme objective: Develop content and create platforms to grow the voice of government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Efficient use of social media aligned to government communication platforms to complement distribution of information	Compiled a social-media strategy	Relevant social media platforms used	The following social media platforms were used to complement distribution of information: Facebook: 367 posts with 963 339 views/impressions. Created descriptions for 251 videos on Government YouTube page	None	None
Daily news updates on key government programmes and activities	Compiled SAnews.gov.za content into radio bulletins for the GCIS radio news twice a day (excluding Saturdays and some public holidays) Signed reciprocal agreements with international news agencies and publications to strengthen flow of information between South Africa and international partners	Provide comprehensive news feed, nationally and internationally, daily (excluding Saturdays and some public holidays)	Provided daily news updates on key government programmes and activities through various platforms	None	None

Subprogramme: Marketing and Distribution					
Subprogramme objective: Provide effective and efficient marketing and distribution services for government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of corporate marketing activities to enhance the image of the GCIS	No historical information	Four corporate activities per year	Conducted 25 corporate marketing activities to enhance the image of the GCIS	Target exceeded by 21	Increased number of unplanned events due to renewed organisational marketing focus

Subprogramme: Marketing and Distribution					
Subprogramme objective: Provide effective and efficient marketing and distribution services for government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of marketing campaigns	Provided 35 marketing services to GCIS	Four marketing campaigns per year	Conducted 17 marketing campaigns	Target exceeded by 13	Increased number of unplanned events due to renewed organisational marketing focus
Number of information products distributed	Executed 33 distribution projects	Distribute 20,4 million print information products	Distributed 21,9 million information products	Target exceed by 1,5 million products	Target exceeded due to distribution of Programme of Action (PoA) and State Funeral material

Subprogramme: Marketing and Distribution					
Subprogramme objective: Manage corporate identity for government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Implementation of a functional corporate identity management and control system based on findings of corporate identity audit	Completed brand and corporate identity audit	Four GCIS branch training sessions per year	Held five training sessions	Target exceeded by one session	More requests received due to 20 Years of Freedom brand/logo and other training demands
Develop and manage the GCIS brand manual	Handled 151 queries regarding corporate identity	GCIS brand manual developed	Designed and rolled out new GCIS look-and-feel on all products and platforms	None	None
Number of PSM forums	Organised seven PSM forums	Organise 11 PSM forums	Organised five PSM forums	Target underachieved by six PSM forums	Unavailability of speakers

Strategy to overcome areas of underperformance

Monthly and quarterly performance reports are discussed and approved by the management and ARCs before the quarterly reports are submitted to the National Treasury and the Executive Authority as a legislative requirement. Non-achieved or partially achieved targets from previous quarters are updated by implementing corrective actions and reported on during the following reporting periods.

Changes to planned targets

There were no changes to planned targets.

Linking performance with budgets

Details per Subprogramme		2013/14						2012/13		
		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
		R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
2.1	PROG MAN FOR CONTENT PROCESSING AND DISSEMINATION	2 965	-	(483)	2 482	2 482	-	100,0%	2 721	2 491
2.2	POLICY AND RESEARCH	32 576	-	(2 760)	29 816	29 817	(1)	100,0%	31 776	30 643
2.3	PRODUCTS AND PLATFORMS	53 763	-	(3 461)	50 302	50 301	-	100,0%	53 343	52 828
Total		89 304	-	(6 704)	82 600	82 600	-	100,0%	87 840	85 962

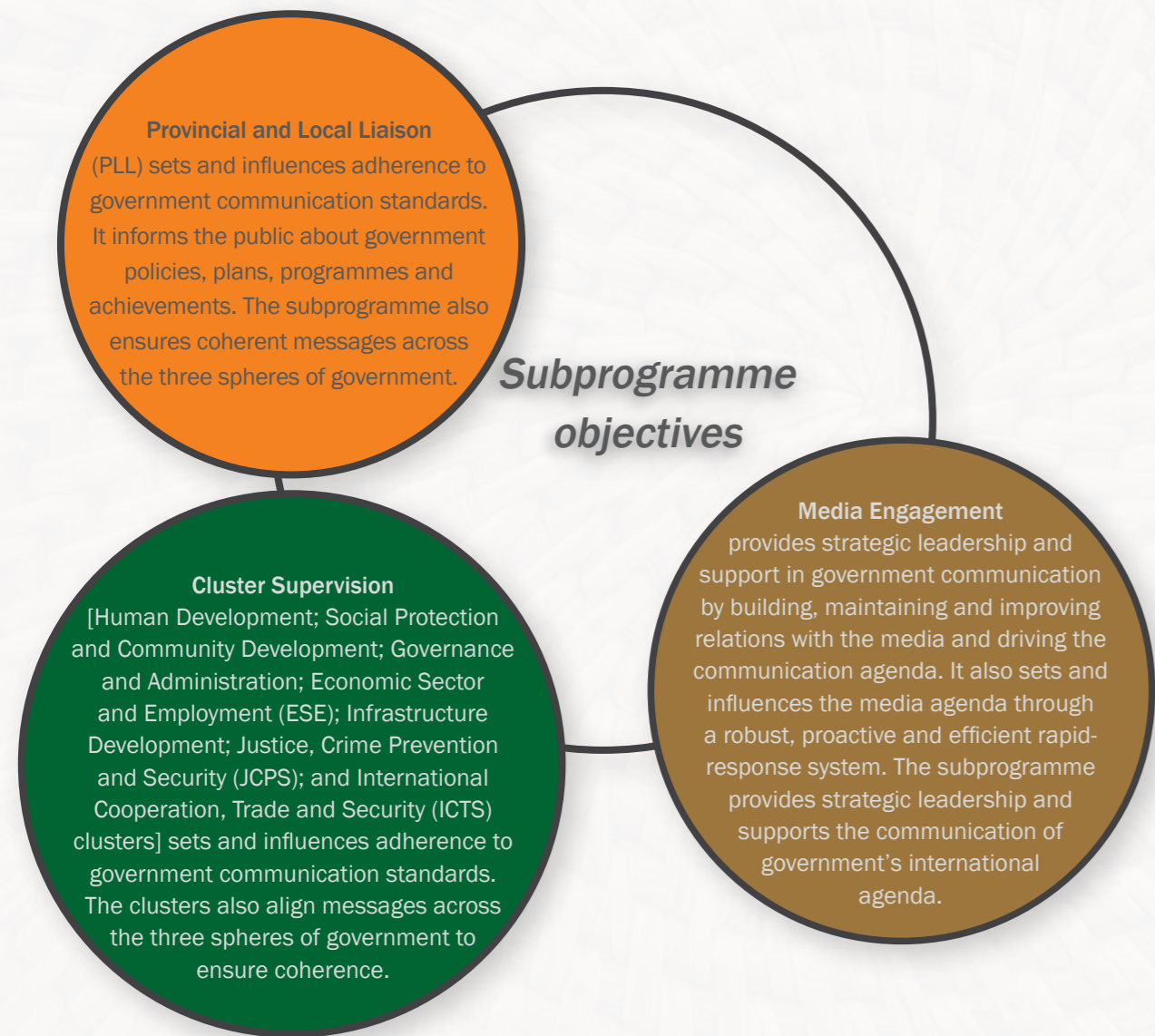
Programme 3: Intergovernmental Coordination and Stakeholder Management (ICSM)

Purpose

Implement development communication through mediated and unmediated communication and sound stakeholder relations and partnerships.

Strategic objective

Maintain and strengthen a well-functioning communication system that proactively informs and engages the public.



Subprogramme: PLL

Achievements

During 2013/14, the PLL subprogramme implemented 2 910 development communication projects reaching more than 36 million people and conducted 3 879 community and stakeholder liaison visits. These visits have intensified platforms and opportunities where the public can access government information, and have been implemented through community and stakeholder engagements, face-to-face activities; local communication environment assessment visits often linked to responses to community protests and dissatisfaction, and community media events. Political principals interacted with communities through 346 public-participation events (*izimbizo*).

The subprogramme held 654 marketing events to increase the visibility of the TSCs and intensify the use of integrated mobile units. A total of 736 879 copies of government information materials were distributed in communities. The subprogramme distributed 48 copies of the weekly electronic newsletter *My District Today*, which shares information and provides updates on government's delivery on its PoA to around 10 000 recipients from all sectors, including faith-based and non-governmental organisations weekly.

Challenges

While progress has been registered, there are still many local governments which have not appointed professional communicators. The GCIS's national footprint cannot attend to all local communication issues, and where municipalities have no dedicated personnel the strategic communication advisory role which the GCIS could offer cannot be realised. While local community protests have many nuanced causes, inadequate communication of successes and challenges by municipalities contributes to this contested local environment.

- While not extensive, the institutional arrangement of the GCIS provincial and district offices provides a rich network for the implementation of local communication campaigns as was evidenced by the **African Cup of Nations and African Nations Championship** communication drives. The success of these outreach campaigns was largely due to the fact that the clients had made adequate budget for campaign implementation. More can be achieved with more operational budget being assigned to local development communication practitioners.
- Rapidly changing socio-economic profiles of communities have seen many citizens migrate from Living Standard Measure groupings upward in the social spectrum. While good progress has been made, more work needs to be done to develop impactful local communication platforms of adequate scale and scope to ensure government's voice locally reaches all South Africans.
- Significantly, more work needs to be done to reach South Africans of all races in local communication efforts in the spirit of nation-building and patriotism.

Subprogramme: Cluster Supervision

Achievements

In 2013/14 both cluster subprogrammes presented the NCS to government departments, developed and reviewed all cluster communication strategies, and reviewed and provided inputs into campaign strategies on behalf of departments. The subprogramme also published the NCS on the GCIS website, and presented the strategy to all HoCs at the GCF and ICF. The clusters held 12 stakeholder engagements with other organisations such as the Office of the AGSA, the Water Resource Commission (WRC) and Cricket SA.

Challenges

During 2013/14, the subprogramme experienced low-attendance of cluster meetings by communicators and that led to incoherent government messages shared with the public. Furthermore, the communicators had challenges accessing content of the programmes being implemented by their departments, and could therefore not adequately plan for the related communication implications.

Subprogramme: Media Engagement

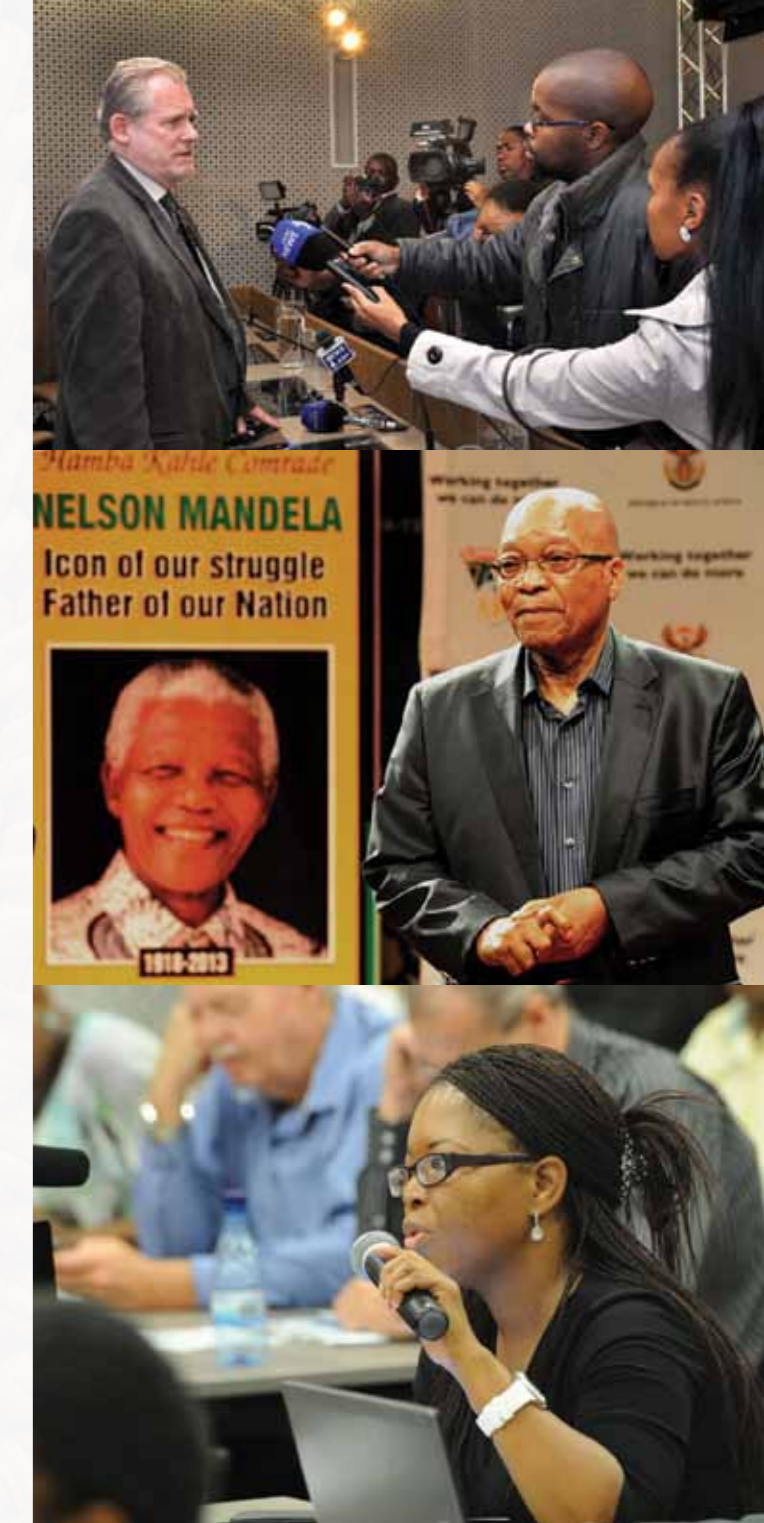
Achievements

The subprogramme conducted government engagements with the South African National Editors' Forum (Sanef), the FCA and the Press Gallery Association (PGA) during the pre-SoNA and SoNA media networking sessions. To ensure government's voice is heard in the media, Media Engagement drives and participates in a daily rapid-response system that analyses and recommends proactive communication on issues in the national and international environment. It produced 301 rapid-response reports, and provided communication support by distributing parliamentary questions and programmes. The subprogramme issued 637 media briefings and statements during the 2013/14 financial year.

The subprogramme also facilitated a Community Media Indaba and held three GCF meetings during the financial year. The subprogramme coordinated the 2014 Southern African Development Community (SADC) Media Awards, launched in February 2014.

Challenges

Slow response by communicators to recommendations of daily rapid response meeting adversely affected government's ability to proactively engage the publics.



Subprogramme: Provincial and Local Liaison					
Subprogramme objective: Set and influence adherence to government communication standards					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Reports on support to the functioning of government communication system provincially and locally	Presented the NCS at two provincial communication forums (Free State and KwaZulu-Natal), and at a training session for local government communicators in the Free State to cascade content to provincial forums	Quarterly reports on support to the functioning of government communication system provincially and locally	Compiled four quarterly reports on functioning of government communication system provincially and locally	None	None

Subprogramme: Provincial and Local Liaison					
Subprogramme objective: Inform citizenry on government policies, plans, programmes and achievements					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of development-communication activations aligned to the five key priorities	Implemented 3 010 development communication projects	2 184 communication campaigns	Implemented 2 910 communication campaigns	Target exceeded by 726 campaigns	More projects implemented: Women's Month, Mandela Month, Smart IDs, Heritage Month, Workers Month, Youth Month, Freedom Month, fighting crime and job creation
Number of reports of marketing events for Thusong Programme	519 reports of marketing events for TSCs were compiled Marketed the TSC Programme through adverts in the <i>Sowetan</i> , <i>Daily Sun</i> and 28 community newspapers, as well as the national phone-in programme through 52 community radio stations	484 marketing events of the Thusong Programme	Held 654 marketing events for Thusong Programme	Target over achieved by 170 events	Use of a cluster approach through community radio platforms, social media and joint mobile outreaches, leaflets, door-to-door, open days etc. led to an overachievement on Thusong events

Subprogramme: Provincial and Local Liaison					
Subprogramme objective: Inform citizenry on government policies, plans, programmes and achievements					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of electronic <i>My District Today</i> newsletters published	Produced 49 electronic <i>My District Today</i> newsletters	44 <i>My District Today</i> newsletters	Produced 48 <i>My District Today</i> newsletters	Target exceeded by four newsletters	There were more weeks on other quarters
Number of community and stakeholder liaison visits through: distribution; environmental assessments; communication strategising; Thusong Forum meetings; newsletters, etc	Conducted 3 588 community and stakeholder liaison interactions	2 750 community and stakeholder liaison visits	Conducted 3 879 community and stakeholder liaison visits	Target exceeded by 1 129 visits	Target exceeded due to multiple interactions with stakeholders on theme months and five priorities, as well as environmental issues Mandela State Funeral also contributed to this variance due to distribution of condolence books and coordination of public mourning areas
Number of communication material, such as pamphlets, distributed annually	1 590 100 government communication material distributed	500 000 copies of government communication material distributed	Distributed 736 879 copies of government communication material	Target exceeded by 236 879 copies	Exceeded target due to the State Funeral
Reports on the number of Public Participation Programme (PPP) events (public or stakeholder or sectoral engagements) attended by political principals consolidated	Generated consolidated report on 304 PPP events implemented/attended by political principals	Consolidated report on the number of PPP events per political principal per year	Compiled four quarterly reports on 346 PPP events held	None	None

Subprogramme: Provincial and Local Liaison					
Subprogramme objective: Align messages across the three spheres of government to ensure coherence					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of stakeholder partnership established	Held 18 stakeholder engagements	Hold four stakeholder engagements aligned with key priorities	Held four stakeholder engagements with: <ul style="list-style-type: none"> • South African Local Government Association • SABC • Private Office of the President • WRC 	None	None

Subprogramme: Human Development, Social Protection, Governance and Administration Cluster					
Subprogramme objective: Set and influence adherence to government communication standards					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Identify strategic issues and plan for discussions at the ICF	Held the ICF on 27 September 2012 to share content, tools and best practices	Biannual ICF	Held three forums	Target exceeded by one forum	The additional forum was held in preparations for coordinated messaging of fourth quarter communication campaigns

Subprogramme: Human Development, Social Protection, Governance and Administration Cluster					
Subprogramme objective: Aligned messages across the three spheres of government to ensure coherence					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of reports about content disseminated on government's priorities to communication forums produced	Presented the NCS at two provincial communication forums (Free State and KwaZulu-Natal), and at a training session for local government communicators in the Free State to cascade content to provincial forums	Quarterly reports on government content cascaded to communication forums	Compiled four quarterly reports on government content disseminated at communication forums	None	None

Subprogramme: Human Development, Social Protection, Governance and Administration Cluster					
Subprogramme objective: Aligned messages across the three spheres of government to ensure coherence					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Cluster communication strategies aligned to the NCS: <ul style="list-style-type: none"> • Social Protection and Community Development and Human Development Cluster (Social Sector Communication Strategy) • Governance and Administration Cluster Communication Strategy 	Coordinated review of seven cluster communication strategies. Developed 37 communication strategies and provided inputs into 24 communication strategies	Review three cluster communication strategies and align to the reviewed NCS and government's priorities. Develop the 2013/14 Government Communications Programme (GCP)	Reviewed and aligned three cluster communication strategies with NCS and government's priorities Compiled monthly reports on strategic communication support to departments Compiled reports on cluster communication programmes Developed the 2013/14 GCP	None	None
Number of stakeholder partnerships established	Held 18 stakeholder engagements	Four stakeholder engagements aligned to key priorities	Held eight stakeholder engagements	Target exceeded by four	Exceeded the target due to opportunities exploited in the communication environment which were aligned to existing campaigns

Subprogramme: Economic Sector and Employment, Infrastructure Development, Justice, Crime Prevention and Security, and International Cooperation, Trade and Security Cluster					
Subprogramme objective: Align messages across the three spheres of government to ensure coherence					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of reports about content disseminated on government's priorities to communication forums produced	Presented the NCS at two provincial communication forums (Free State and KwaZulu-Natal), and at a training session for local government communicators in the Free State to cascade content to provincial forums	Quarterly reports on government content cascaded to communication forums	Produced clusters reports for directors- general's about government content cascaded to communication forums	None	None

Subprogramme: Economic Sector and Employment, Infrastructure Development, Justice, Crime Prevention and Security, and International Cooperation, Trade and Security Cluster

Subprogramme objective: Align messages across the three spheres of government to ensure coherence

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Four cluster communication strategies aligned to the NCS: <ul style="list-style-type: none"> ESE Infrastructure development JSPS ICTS. 	Coordinated review of seven cluster communication strategies. Developed 37 communication strategies and provided inputs into 24 communication strategies	Review four cluster communication strategies and align to the reviewed NCS and government's priorities. Develop the 2013/2014 GCP	Reviewed and aligned four cluster strategies with NCS and government's priorities. Developed 2013/14 GCP	None	None
Number of stakeholder partnerships established.	Held 18 stakeholder engagements	Four stakeholder engagements aligned to key priorities	Held six stakeholder engagements aligned with key priorities	Exceeded the target due to opportunities exploited in the communication environment which were aligned to existing campaigns	None

Subprogramme: Media Engagement

Subprogramme objective: Provide strategic leadership and support in government communication by building, maintaining and improving relations with the media and driving the communication agenda

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of media briefings and/or statements issued to reach grassroots communities in particular	Issued 93 media briefings/statements (20 Cabinet meetings held) through the SABC's African-language stations and community media	20 briefings and/or statements issued.	22 media briefings and/or statements issued	Target exceeded by two media briefings and/or statements issued	Increased interest in Cabinet issues

Subprogramme: Media Engagement

Subprogramme objective: Provide strategic leadership and support in government communication by building, maintaining and improving relations with the media and driving the communication agenda

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of meetings organised to track the implementation of recommendations from the daily rapid-response meetings	Held 16 strategic meetings to plan communication projects and media issues, and/or set media and communication agenda	32 meetings per year	Held 33 meetings	Target exceeded by one meeting	Increased number of meetings held in accordance with rapid-response recommendations
Identified strategic issues for discussion at the GCF	Three forum meetings held	Three GCFs	Held two Government Communicators' Forum meetings	Target underachieved by one meeting	One forum not hosted because government administration was coming to an end
Facilitated the communication of the Government's Programme of Action	Two media briefings held after the State of the Nation Address and July Lekgotla. The Minister in The Presidency held a door-stop briefing to the media	Twice a year, i.e. post-SoNA. Post July-briefing and Cabinet Lekgotla	Two media briefings held after SoNA and Cabinet Lekgotla	None	None
Planned strategic engagements between government leaders and Sanef, FCA and PGA. Followed up on issues raised by the parties at previous meetings	Cabinet, led by the Deputy President, held an annual meeting with Sanef. The Deputy President also engaged the FCA and PGA on government's PoA and critical issues in the communications environment	Annual meetings per forum	Hosted Sanef, FCA and PGA during the pre-SoNA media networking sessions	None	None

Subprogramme: Media Engagement					
Subprogramme objective: Provide strategic leadership and support in government communication by building, maintaining and improving relations with the media and driving the communication agenda					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Planned engagements between government communicators and senior journalists	Held two engagements, as well as two meetings in second quarter to plan for Cabinet's engagement with Sanef and one in third quarter with senior journalists to plan for Sanef engagement with government	Biannual and planned engagements between government communicators and senior journalists	Held bi-annual and planned engagements between government communicators and senior journalists Hosted Sanef, FCA and PGA, pre-SoNA media networking sessions	None	None
Number of media engagements implemented annually	Facilitated 356 media engagements	80 media engagements a year (i.e. 10 per month for eight months)	Facilitated 257 media engagements	Exceeded target by 177 engagements	Increased media engagements due to the implementation of the rapid-response recommendations
Existence of an effective system to address communication implications of parliamentary questions	Established and maintained an effective system to identify and coordinate responses to cross-cutting parliamentary questions. 10 cross-cutting parliamentary questions identified and guidelines developed and followed by communication system	Maintain and improve the system for identifying the communication implications of parliamentary questions	Identified 10 cross-cutting parliamentary questions	None	None

Subprogramme: Media Engagement					
Subprogramme objective: Provide strategic leadership and support the communication of government's international agenda					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of rapid-response reports facilitated reports (excluding holidays).	Issued 337 rapid response reports (24 per month for 11 months)	311 communication reports a year i.e. 24 a month for 11 months.	Issued 301 rapid-response reports	Target underachieved by 10 reports	Fewer working days during financial year

Subprogramme: Media Engagement					
Subprogramme objective: Provide strategic leadership and support the communication of government's international agenda					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Attendance of at least four international communicators' meetings (e.g. SADC, AU, BRICS and others) and participated in the development and implementation of communication strategies and plans	No historical information	Attendance and participation in four strategic meetings (of e.g. AU, SADC, BRICS)	Participated in World Economic Forum on Africa through on-site media management Attended planning meeting with South Africa/European Union Summit and with BRICS Urbanisation Forum Coordinated and participated in BRICS inaugural seminar on population matters	None	None
South African media/journalist submitted entries for the media awards	No historical information	Actively participated in the annual SADC Media Awards	Launched SADC Media Awards on 18 February 2014 Developed action plan to implement media awards Put in place suitable national adjudicators for media awards Advertised competition on platforms created by stakeholders and on the GCIS website	None	None

Strategy to overcome areas of underperformance

Monthly and quarterly performance reports are discussed and approved by the management and ARCs before the quarterly reports are submitted to National Treasury and the Executive Authority as a legislative requirement. Non-achieved or partially achieved targets from previous quarters are updated by implementing corrective actions and reported on during the following reporting periods.

Changes to planned targets

There were no changes to planned targets.

Linking performance with budgets

		2013/14						2012/13		
Details per subprogramme		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
		R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
3.1	PROG MAN FOR INTERG COORD & STAKEHOLDER MGMT	2 295	-	200	2 495	2 495	-	100,0%	20 851	20 840
3.2	PROVINCIAL AND LOCAL LIAISON	69 005	-	981	69 986	72 303	(2 317)	103,3%	73 582	72 110
3.3	MEDIA ENGAGEMENT	13 872	-	(996)	12 876	12 876	-	100,0%	12 849	12 844
3.4	MEDIA DEV & DIVERSITY AGENCY	20 790	-	-	20 790	20 790	-	100,0%	20 000	20 000
3.5	CLUSTER SUPERVISION (HD,SP&GA)	7 733	-	693	8 426	8 426	-	100,0%	-	-
3.6	CLUSTER SUPERVISION (EI&INTER)	4 554	-	(878)	3 676	3 676	-	100,0%	-	-
Total		118 249	-	-	118 249	120 566	(2 317)	102,0%	127 282	125 794

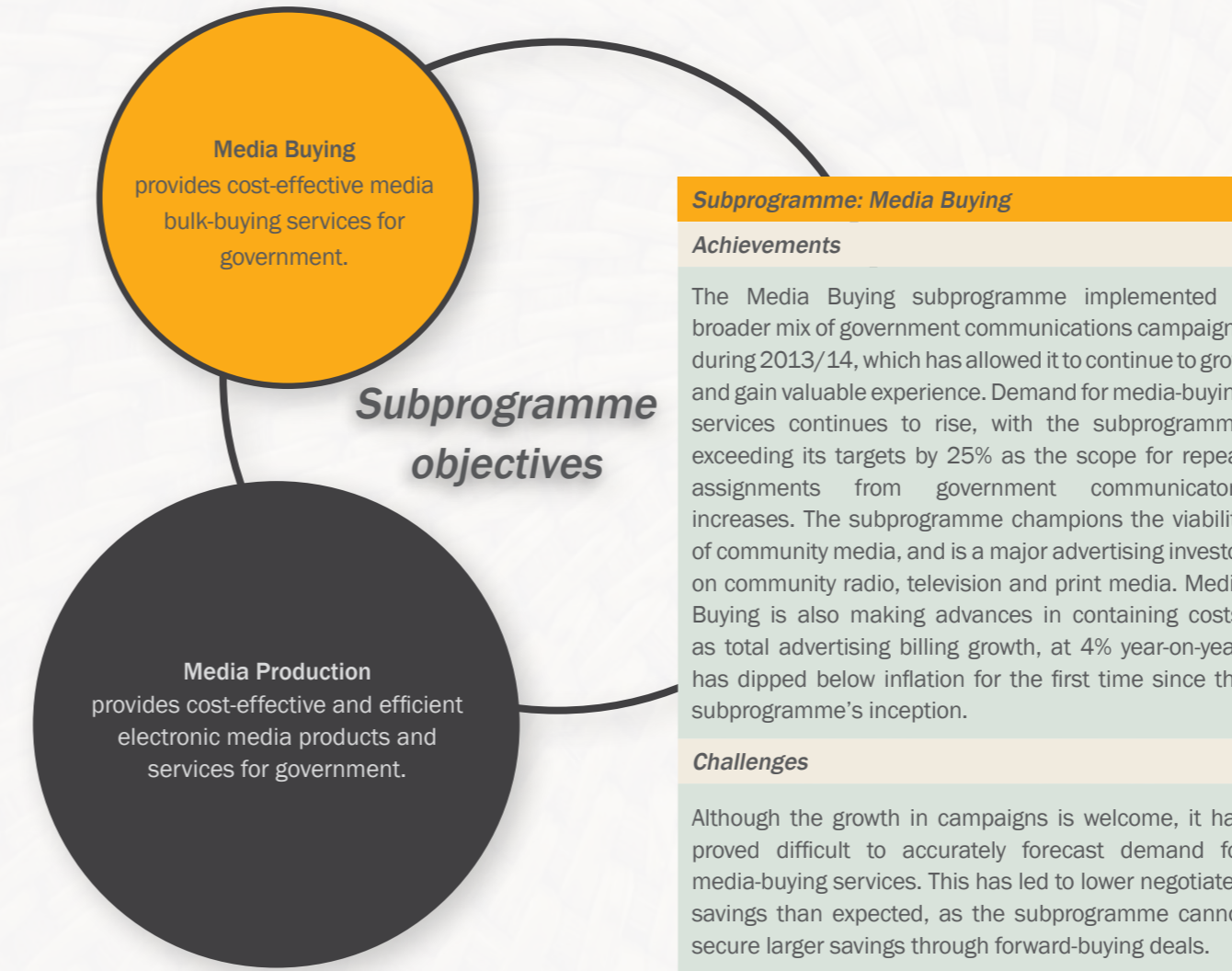
Programme 4: Communication Service Agency (CSA)

Purpose

Provide media bulk-buying services and media production for the entire national government.

Strategic objective

Provide efficient and effective production, media bulk-buying and advertising services for government.



Subprogramme: Media Production

Achievements

The Media Production subprogramme has grown its client base and government is increasingly making use of its services. The video and photography units are established centres of excellence that lead their respective disciplines in the government communication system through the Audio-Visual Forum. The units focus on capacitating practitioners in national departments and provincial offices of premiers.

The subprogramme's news bulletins provided updates twice a day to citizens through a network of partner community radio stations. Media Production has made significant strides in optimising its videos, photographs and graphic designs for social media, which ensures that government communications reach all demographics, particularly the youth.

Challenges

The digitisation of archival footage is under way, despite the deteriorating state of the original tapes recorded before 1994. Implementation was delayed due to the significant restoration that was necessary before converting this footage to a digital format.

Objectives, performance indicators, targets and actual performance

Subprogramme: Media Buying					
Subprogramme objective: Provide cost-effective media bulk-buying services for government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of successful media-buying campaigns implemented	200 media-buying campaigns implemented	170 media-buying campaigns implemented	Implemented 214 media-buying campaigns	Target exceeded by 44 campaigns	More campaigns were briefed in than anticipated due to improved collaboration with National Treasury

Subprogramme: Media Production					
Subprogramme objective: Provide cost-effective and efficient electronic media products and services for government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
Number of products developed	3 346 media products and services produced and delivered	1 982 products developed	Developed 3 236 products	Target exceeded by 1 254 products	The Presidency's requests exceeded planned target due to local and international commitments
	327 events documented photographically	500 events documented photographically for the GCIS, The Presidency and other government departments	Documented 540 events	Target exceeded by 40 events	The 2013/14 financial year was the end of the administrative term and coverage of The Presidency's public engagements increased
	341 events documented on video	400 events documented on video for GCIS, The Presidency and other government departments	Documented 675 events	Target exceeded by 275 events	The 2013/14 financial year was the end of the administrative term and coverage of The Presidency's public engagements increased
	926 requests for photographs handled	500 requests for photographs handled	Handled 819 requests for photographs	Target exceeded by 319 requests	The 2013/14 financial year was the end of the administrative term and coverage of The Presidency's public engagements increased
	333 requests for video footage handled	200 requests for video footage handled	Handled 378 requests for video footage	Target exceeded by 178 requests	The 2013/14 financial year was the end of the administrative term and coverage of The Presidency's public engagements increased

Subprogramme: Media Production					
Subprogramme objective: Provide cost-effective and efficient electronic media products and services for government					
Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement 2013/14	Comment on deviations
	205 radio programmes and live link-ups produced or transmitted	54 radio programmes and live link-ups produced or transmitted	Produced/transmitted 70 radio programmes and live link-ups	Target exceeded by 16 radio programmes	More departments decided to use phone-in programmes as part of their multimedia campaigns
	42 radio adverts produced	48 radio adverts produced	Produced 51 radio adverts	Target overachieved by three radio adverts	More requests for the production of radio advertisements were received than envisaged The CSA is currently marketing its radio services
	Designed 359 electronic and print products	Design 160 electronic and print products	Designed 315 electronic and print products	Target exceeded by 155 products	More requests received than expected
	Produced 316 video programmes	Produce 120 video programmes	Produced 383 video programmes	Target exceeded by 263 programmes	Decision was made to produce web videos of all the President's public engagements after initial target had been set
Number of hours digitised	No digitisation occurred	Digitise 1 480 hours	Digitised 98 hours	Underachieved by 1 382 hours	The digitisation of archival footage is underway despite the deteriorating state of the original tapes The outstanding hours will be finalised during the 2014/15 financial year

Strategy to overcome areas of underperformance

Monthly and quarterly performance reports are discussed and approved by the management and audit and risk committees before the quarterly reports are submitted to National Treasury and the executive authority as a legislative requirement. Non-achieved or partially achieved targets from previous quarters are updated by implementing corrective actions and reported on during the following reporting periods.

Changes to planned targets

There were no changes to planned targets.

Linking performance with budgets

		2013/14						2012/13		
Details per subprogramme	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	
4.1	MARKETING, ADVER&MEDIA BUYING	29 017	-	(2 301)	26 716	28 096	(1 380)	105,2%	32 565	32 565
4.2	MEDIA PRODUCTION	19 201	-	5 993	25 194	25 194	-	100,0%	18 954	18 954
	Total	48 218	-	3 692	51 910	53 290	(1 380)	102,7%	51 519	51 519

5. TRANSFER PAYMENTS

5.1. Transfer payments to public entities

(One public entity was under the control of GCIS at 31 March 2014, namely the Media Development and Diversity Agency (MDDA). The MDDA was set up in terms of the Media Development and Diversity Act, 2002 (Act 14 of 2002) to enable historically disadvantaged communities and individuals to gain access to the media.

The mandate of the MDDA 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.

Objective

- 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.

Over the medium term, the agency's strategic focus will be on:

- advocating for media development and diversity;
- developing partnerships in advertising with the government departments, public entities and the private sector with a view to enhance the sustainability of the small commercial media projects;
- providing grant and seed funding for community and small commercial media;
- providing capacity building interventions for beneficiary organisations and communities, including mentorship and monitoring and evaluation;
- strengthening and consolidating beneficiary projects to levels of sustainability;
- conducting research and knowledge management;
- promoting media literacy and a culture of reading;

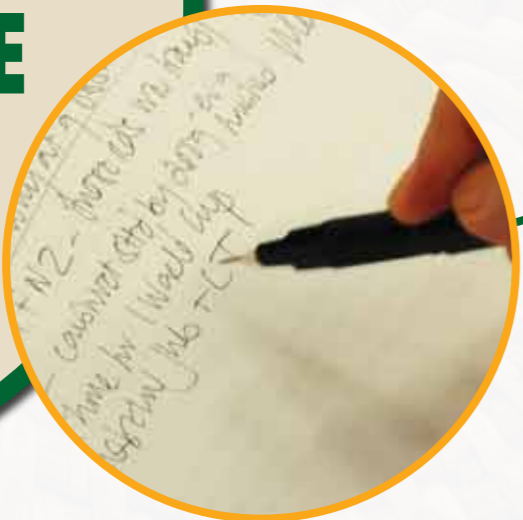
communicating and encouraging public awareness about the media sector to a level where all South African have access to diverse forms of media;

- promoting quality programming and production in community broadcasting; and
- raising funds and mobilising resources to strengthen the community and small commercial media projects for sustainability.

The MDDA received a transfer payment of R20.8 million from GCIS in April 2013 in respect of the 2013/14 financial year. Meetings were held with the MDDA to monitor the expenditure trend in terms of their mandate. Apart from the transfer payment made to the Media Development and Diversity Agency (MDDA), an amount of R789 000 was paid in respect of leave gratification of officials who retired or discounted their leave as well as R47 018 to the SABC in respect of television license fees.

Name of Public Entity	Services rendered by the public entity	Amount transferred to the public entity	Amount spent by the public entity	Achievements of the public entity
MDDA	Promoting and ensuring media development and diversity	R20 790 000	R20 790 000	R15.7 million was spent on compensation and administrative costs while R5.1 million was used for project funding to various beneficiaries

PART C: GOVERNANCE



INTRODUCTION

As required by the PFMA of 1999, the GCIS maintains an effective, efficient and transparent internal control system to ensure proper use of financial and other resources within the accounting officer's area of responsibility.

The GCIS is committed to the philosophy of effective risk management as a core managerial capability. It is our policy that, to fulfil the public's performance expectations and our expectations as an organisation, we must pursue opportunities involving some degree of risk. Our policy gives full and due consideration to the balance of risk and reward, as far as is practicable and to optimise the rewards gained from our activities.

To this extent the *Batho Pele* principles and Code of Conduct for the Public Service are central ethical standards upon which decisions are made in pursuit of the organisation's overarching mandate.

RISK MANAGEMENT

Effective risk management is a core managerial capability. The GCIS believes that to achieve the expected performance on predetermined objectives, opportunities pursued must be balanced with the organisational risk appetite and tolerance.

The GCIS has a strategy and policy that clearly define its risk management. The approved strategy and policy help management identify, assess, evaluate and implement risk management throughout the organisation. During the financial year, the GCIS identified and developed responses to 18 strategic and critical operational risks. High risks had mitigation plans and these plans were monitored and progress reported to the Manco and ARC, which provided oversight and advice on the organisation's overall risk-management system quarterly. Having implemented some of the risks successfully during the financial year, new risks were identified and added to the 2013/14 risk register during the third quarter of

the financial year. Some 80% implementation of the mitigation plans on identified risks was achieved by the end of the financial year.

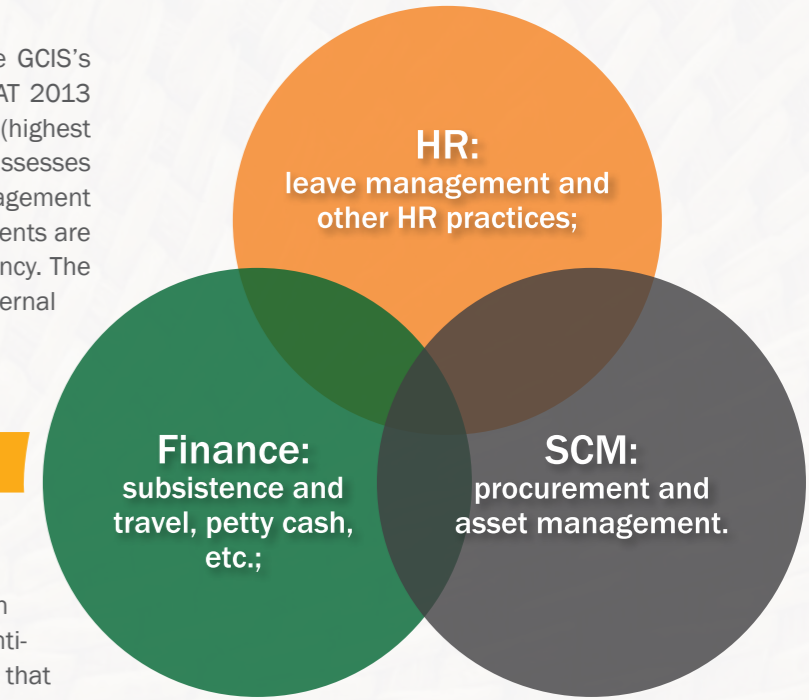
Positive progress on the implementation of the GCIS's risk-management system was noted in the MPAT 2013 results which assessed the GCIS at Level 4 (highest performance level). MPAT is a tool that assesses or evaluates the implementation of management practices by government departments. Assessments are conducted annually by the DPME in The Presidency. The next strategy for the GCIS is to strengthen internal capacity on risk management.

FRAUD AND CORRUPTION

The GCIS risk management policy and philosophy focuses on fraud prevention as a cornerstone for combating fraud and corruption in the organisation. The department has an anti-fraud and corruption policy, strategy and plan that guide the implementation of the function within the organisation.

In 2013/14, the Risk Management Unit published four fraud-prevention messages using the GCIS internal communications' platforms. It also published two newsletters on all areas of risk management. A whistle-blowing policy was developed and signed by the ACEO during the financial year. All these interventions were in place in order to encourage employees to either use established internal whistle-blowing procedure or the Public Service's National Anti-Corruption Hotline to report suspected fraud and corruption. The whistle-blowing policy also addresses the protection of whistle-blowers. The Protected Disclosures Act, 2000 (Act 26 of 2000) encourages whistle-blowers to disclose acts of malpractice without fear of victimisation or reprisal by

the employer or anyone involved. The following functional areas have been identified as susceptible to fraud:



Management and staff are tasked with detecting acts of fraud and corruption and reporting them. Every quarter, the Internal Audit, HR, Finance and SCM directorates were requested to submit reported incidents of fraud and corruption. Only one incident of fraud was reported by the end of the financial year and the staff member charged with misconduct on 30 March 2014. Depending on the nature of the incident, the policy also provides for the appointment of forensic auditors or other law enforcers; i.e. the South African Police Service or attorneys, to investigate suspected fraud and corruption activities in the organisation.

Four quarterly reports on fraud prevention and corruption were submitted to the ARC during the reporting period.

BUSINESS CONTINUITY MANAGEMENT

The GCIS has an approved Business Continuity Management Policy which was reviewed in March 2014. The policy is designed for the implementation of the business continuity management programme of the GCIS and the continuity of GCIS business in the event of threats to operations. Business continuity management assists management to plan how the impact of disruption can be minimised. During the 2013/14 financial year, a thorough review of the business continuity programme, including the continuity plan, was undertaken both by internal management and external service providers.

MINIMISING CONFLICT OF INTEREST

In compliance with Public Service Regulations and the DPSA request, all senior managers have disclosed their financial interests for 2013/14 online. The department has also extended the requirement to disclose financial interests annually to employees on salary levels 12 and below and these disclosures have been submitted and would be analysed. All members of bid-evaluation committees and the bid-adjudication committees declared their interests to ensure that there was no conflict of interest when making procurement decisions.

CODE OF CONDUCT

To promote and maintain a high standard of professional ethics in the department, GCIS employees are expected to adhere to the Code of Conduct for the Public Service. The code is from time to time circulated to all staff members and is also easily accessible from the intranet. New employees are inducted on the code and an explanatory manual has been circulated among existing employees. "Contravening any prescribed Code of Conduct for the Public Service" is listed as one of the acts of misconduct in the departmental Disciplinary Code and Procedure. This code has a clear disciplinary process based on the seriousness of the contravention.

HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

The department has a health and safety programme, which includes regular occupational health and safety inspections.

INTERNAL CONTROL UNIT

Policies, operational procedures, and financial and HRM delegations have been developed and implemented. These prescripts are updated annually, and duly authorised and implemented. These policies include the following areas: HR, wasteful budget and expenditure management, entertainment, the use of mobile phones and communication devices, petty cash, subsistence and travel allowance, procurement and facilities management.

As part of its internal control systems, the Chief Directorate: Finance, SCM and Auxiliary Services reconciles, among other items, staff costs, assets acquired, telephone costs and travel-related costs to ensure that financial information is correct. Budget and expenditure are managed to enforce fiscal discipline.

The IM&T SC was previously established to provide governance, oversight and monitoring to all IM&T activities, initiatives and investments. The committee is responsible for:

- Approving GCIS's IM&T strategy as well as its annual and operational plans, policies and projects
- Monitoring all relevant procurement.

The IM&T SC is chaired by the Deputy CEO of Corporate Services and reports to the Manco.

The GCIS's Risk Management Policy is premised on the obligation and desire to safeguard the:

- staff and the public.
- environment in which we operate, taking into account the legal requirements in terms of the PFMA of 1999.
- GCIS's reputation and position as it strives to be a

provider of high-quality government communication services.

The GCIS strives to use materials, technology, infrastructure, financial, human and other resources to ensure the highest standard of service delivery.

It exercises sound risk management in all of its business dealings with stakeholders. The GCIS's ethical standards are based on the *Batho Pele* principles and Code of Conduct for the Public Service.

In-year management and monthly/quarterly report

The GCIS held biweekly Manco meetings to track progress against APPs and the corporate strategy.

The GCIS reported progress on the implementation of its plans to National Treasury and the Executive Authority quarterly, and to the management and ARCs monthly. Before the quarterly performance reports were approved, they were submitted to the Internal Audit Unit for verification and validation.

PORTFOLIO COMMITTEES

Date and the purpose of the meeting

Date	Purpose of the meeting	Questions from the Portfolio Committee	Departmental Response
09 October 2014	Presentation of the 2012/13 Annual Report and 2013/14 1st Quarter Performance and Expenditure Report	<p>Thusong Centres The presentation failed to explain some of the problems in the Thusong Centres. Portfolio Committee requested more information on the Thusong centres successes and failures.</p> <p>What support does GCIS provide in terms of adding value to the Thusong Service Centres?</p>	<p>Challenges in the Thusong Centres fall outside the mandate of the GCIS.</p> <p>GCIS implemented a marketing and communication strategy to market government services.</p> <p>The mandate of GCIS is to market and promote the services provided at the Thusong Centres.</p>
		<p>Public Sector Manager Magazine What are the costs for the production of these magazines and what is the income generated by these magazines</p>	<ul style="list-style-type: none"> • It currently cost R 185 000.00 per edition broken down as follows: R 150 000 for the printing and R 35 000 for the distribution per edition. • This translates into an annual cost of R 2 220 000.00 which is wholly paid for by the service provider from the advertising revenue.
		<p>Media Bulk Buying What is media bulk buying and how does it work. To provide the PC with a summary of Media Bulk Buying.</p>	<p>The founding logic for GCIS to institute a media bulk buying service is to consolidate governments advertising media investments, with the view to leverage the subsequent economies of scale in order to secure more efficient discounts.</p>
		<p>Structural Change Functions in Programme 2 moved to Programme 3 during the financial year. Was this done according to policies and if not so give reasons.</p>	<p>GCIS constantly seeks ways of streamlining its work with the limited personnel capacity. This is in part due to the failure of National Treasury to provide additional personnel budget.</p> <p>The changes however, were within the structural change guidelines and importantly done in consultation with the affected staff and Unions.</p>

- On 12 March 2014, the department tabled the 2014/17 Annual Performance Plan and it was not presented in Parliament.

SCOPA RESOLUTIONS

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
		The department did not appear before SCOPA during the period under review.		

PRIOR MODIFICATIONS TO THE AUDIT REPORT

The Accounting Officer together with the management of the organisation has designed an action plan for implementing the findings of the Auditor-General of South Africa.

The plan was implemented, monitored and reported on by the Internal Auditor to the Management Committee and Audit and Risk Committee, on a quarterly basis.

No	Nature of the non-compliance	Financial Year	Status
1.	Certain employees were appointed without following a proper process to verify the claims made in their applications in contravention of Public Service Regulation 1/VII/D.8.	2012/13	Implemented with effect from August 2013 immediately after A-G released audit report for 2012/13 financial year. The finding raised occurred during the period April to July 2013, prior to A-G concluding the audit in July 2013
2.	Significantly important targets with respect to programme 2 and 3 are materially misstated. This was due to the lack of standard operating procedures for the accurate recording of actual achievements as well inadequate performance management systems to record and monitor the completeness of source documentation in support of actual achievements.	2012/13	Implemented
3.	Material misstatements of disclosure items identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion, affecting: <ul style="list-style-type: none"> Lease commitments Other commitments Accruals 	2012/13	In progress. Significant progress made with material misstatements relating to disclosure of commitments, accruals and contingent liabilities addressed in the year under review. Exception largely related to misstatement of prior year lease commitments figure which was not restated when accounting errors were corrected in the year under review.

INTERNAL CONTROL UNIT

Policies, operational procedures, and financial and human resources management delegations have been developed and are in place. These prescripts are updated annually, and duly authorised and implemented. These policies include the following areas: human resources, wasteful budget and expenditure management, entertainment, the use of mobile phones and communication devices, petty cash, subsistence and travel allowance, procurement and facilities management.

As part of its internal control systems, the chief directorate of Finance, Supply Chain Management and Auxiliary

Services reconciles, among other items, staff costs, assets acquired, telephone costs and travel-related costs to ensure that financial information is correct. Budget and expenditure are managed to enforce fiscal discipline. The Information Management and Technology Steering Committee was previously established to provide governance, oversight and monitoring to all information management and technology activities, initiatives and investments. The committee is responsible for:

- Approving GCIS's information management and technology strategy as well as its annual and operational plans, policies and projects.

- Monitoring all relevant procurement.
- The Information Management and Technology Steering Committee is chaired by the deputy chief executive of Corporate Services and reports to the Management Committee.
- GCIS's risk management policy is premised on the obligation and desire to safeguard:
- The staff and the public.
 - The environment in which we operate, taking into account the legal requirements in terms of the PFMA.
 - GCIS reputation and position as it strives to be a provider of high-quality government communication services.

GCIS strives to use materials, technology, infrastructure, financial, human and other resources to ensure the highest standard of service delivery.

It exercises sound risk management in all of its business dealings with stakeholders. GCIS ethical standards are based on the Batho Pele principles and the public service code of conduct.

In-year management and monthly/quarterly report

GCIS held bi-weekly management committee meetings to track progress against annual performance plans and the corporate strategy.

GCIS reported progress on the implementation of its plans to the National Treasury and the executive authority every quarter and to the management and audit and risk committees on a monthly basis. Before the quarterly performance reports were approved, they were submitted to the Internal Audit Unit for verification and validation.

INTERNAL CONTROL AND AUDIT COMMITTEES

Key Activities and Objectives of the Internal Audit

Key objectives:

To provide an independent, objective assurance and consulting services designed to add value and improve the organization's operations.

Key activities:

Review the adequacy and effectiveness of governance, risk management and control in the following key processes:

- Supply Chain Management and Payments;
- Reporting on Interim and Annual Financial Statements;
- Reporting on Quarterly and Annual Performance Information against Predetermined Objectives;
- Information and Communication Technologies;
- Operations audits

Summary of the work done:

The following key audits were completed:

- Review of the Strategic and Annual Performance 2014/15
- Review of the 4th Quarter 2012/13, and 1st, 2nd, and 3rd Quarterly Performance Information Reports 2013/14
- Annual Performance Information Report 2012/13
- Review of the 4th Quarter 2012/13, and 1st, 2nd, and 3rd Quarterly Interim Financial Statements 2013/14
- Annual Financial Statements 2013/14
- Human Resources
- Supply Chain Management and Payments
- Information Technology (Transversal systems- BAS, LOGIS, PERSAL, and IT General Controls)

Key Activities and Objectives of the Audit and Risk Committee

Key Objectives:

To fulfill its oversight responsibilities to the GCIS matters of governance, risk management, the system of internal control, and the audit process in pursuit of GCIS overarching goals.

Key responsibilities:

(a) Financial Statements, Quarterly Reports and Annual Report

Review the annual financial statements and consider whether they are fairly presented, complete and reflect appropriate accounting principles;

(b) Internal Control

- Consider the effectiveness of the GCIS's system of internal control, including information technology security and control; and
- the risk areas of the institution's operations to be covered in the scope of internal and external audits;

(c) Internal Audit

Review with management and the CAE the charter, strategic and operational plans, internal audit activities, staffing and organisational structure of the IAA;

(d) External Audit

- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit; and
- On a regular basis, meet separately with the external auditors to discuss any matters that the committee or auditors believe should be discussed privately.

(e) Compliance

Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance;

(f) Reporting Responsibilities

- Regularly report to the AO about committee activities, issues, and related recommendations;
- Regularly report to the Executive Authority (EA).
- Confirm annually that all responsibilities outlined in this charter have been carried out; and
- Evaluate the committee's and individual members' performance on a regular basis.

(g) Risk Management Activities

- Provide an independent and objective view of the effectiveness of the Department's risk management;
- Provide feedback to the Accounting Officer and the Executive Authority on the adequacy and effectiveness of risk management in the Department - including fraud and corruption risk management.

Attendance of Audit Committee meetings by the members

Name	Qualifications	Internal/External member	Date appointed	No. of meetings attended
Shirley Machaba	<ul style="list-style-type: none"> Chartered Accountant (SA) Certificate in Theory of Accounting (CTA) Certification in Risk Management Assurance (CRMA) Certification in Control Self-Assessment Certification in Quality Assurance Review Honours Bachelor of Commerce in Accounting Post Graduate Diploma in Auditing Bachelor of Commerce Post Graduate Diploma in Education 	External	1 March 2012	4
Seipati Nekhondela	<ul style="list-style-type: none"> Honours Bachelor of Commerce in Business Management Bachelor of Commerce Central Banking Diploma 	External	1 March 2012	3
Mpho Mosweu	<ul style="list-style-type: none"> Chartered Accountant (SA) Master of Business Leadership; Honours Bachelor of Accounting Science Bachelor Commerce 	External	3 December 2008	3
Keitumetse Semakane	<ul style="list-style-type: none"> Junior Secondary Teachers' Certificate Bachelor of Arts Bachelor of Education Master of Education 	Internal	Since inception of the Audit Committee	4

AUDIT COMMITTEE REPORT

Introduction

We are pleased to present our report for the financial year ended 31 March 2014.

Attendance of Audit Committee meetings by the members

Name	Qualifications	Internal/External member	Date appointed	No. of meetings attended
Shirley Machaba	<ul style="list-style-type: none"> Chartered Accountant (SA) Certificate in Theory of Accounting (CTA) Bachelor of Commerce (Honours) Postgraduate Diploma in Auditing 	External	1 March 2012	4
Seipati Nekhondela	<ul style="list-style-type: none"> Bachelor of Commerce in Business Management (Honours) Central Banking Diploma 	External	1 March 2012	3
Mpho Mosweu	<ul style="list-style-type: none"> Chartered Accountant (SA) Master of Business Leadership Bachelor of Accounting Science (Honours) Bachelor Commerce 	External	3 December 2008	3
Keitumetse Semakane	<ul style="list-style-type: none"> Junior Secondary Teachers' Certificate Bachelor of Arts Bachelor of Education Master of Education (Educational Psychology) Certificate in Labour Relations Certificate in Public Relations Management 	Internal	Since inception of the Audit Committee	4

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38(1) (a) (ii) of the PFMA of 1999 and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

The Effectiveness of Internal Control

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the department, revealed certain weaknesses, which were then raised with the department. We are of the view that the Internal Audit has been effective during the year under review and addressed the key risks facing the department. There were no specific investigations undertaken during the year under review, except the work done by Internal Audit in the normal course of its operations.

The following key internal audit work was completed during the year under review and areas of concern:

Key Audits Completed	Areas of concern
Review of the Strategic Plan and APP 2014/15	Control weaknesses were also noted in the design of predetermined objectives affecting the APP
Review of the 4th Quarter 2012/13, and 1st, 2nd, and 3rd Quarterly Performance Information Reports 2013/14 Annual Report 2012/13	Partially effective records management, reported achievements not relevant to the predetermined objectives, completeness and accuracy of the evidence to substantiate reported achievements
Review of the 4th Quarter 2012/13, and 1st, 2nd, and 3rd Quarterly Interim Financial Statements 2013/14 Annual financial statements	Misstatements on the accounting of lease commitments, accrual and other commitments which resulted in material adjustments to the financial statements
HR	Partially effective leave management, as well as performance management and employee development
SCM and Payments	Partially effective contract management
IT (Transversal systems – Basic Accounting System (BAS), Logistical Information System (LOGIS), PERSAL, and IT General Controls)	Challenges were largely noted on the effective management of user accounts on the transversal (BAS, LOGIS and PERSAL) systems as well as the IT network environment

Overall, relative to the previous financial years, the system of governance, risk management and control has shown great improvement.

In-Year Management and Monthly/Quarterly Report

The department has been reporting monthly and quarterly to National Treasury as is required by the PFMA of 1999.

Evaluation of Financial Statements

We have reviewed:

- the interim and annual financial statements prepared by the department;
- and discussed audited annual financial statements to be included in the Annual Report, with the Internal Audit, AGSA and management;
- changes to the accounting policies and practices;
- the department's compliance with legal and regulatory provisions;
- the quarterly and annual performance information on pre-determined objectives included in the Annual Report;
- significant adjustments resulting from the internal and external audit;
- the quality of the financial information availed to the Audit Committee for oversight purposes during the year, such as interim financial statements and the reports arising from internal audit reviews.

Risk Management

During the period under review, the Audit Committee reviewed the risk policy, strategy, the organisation-wide risk register, the top priority risks as well as the risk mitigation plans and progress reports to June 2013. In its meeting held on 14 April 2014, the Audit Committee further noted initiatives by the GCIS to strengthen its risk management function by:

- Seeking the assistance of National Treasury to review its strategy and the effectiveness of the risk assessment;
- Appointing an additional staff member to capacitate the Risk Management Unit to address among others, hosting of directorate risk workshops to identify operational risks.

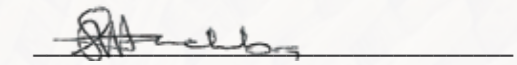
The Audit Committee is of the view that the above measures, correctly executed, should further strengthen the risk-management process within the GCIS, and enable the auditors and management to pay particular attention to risks that are critical for the GCIS to adequately fulfil its mandate regarding strategy, operations, compliance and reporting.

Auditor-General's Report

We have reviewed the department's implementation plan for audit issues raised in the previous year and we are satisfied that the matters have been adequately resolved except for the following:

No	Commitment	Status
1.	SCM – an excel-formulated sheet will be provided to the Bid committee to ensure the correct point calculation formula is used	Implemented
2.	Predetermined objectives – The APP and strategic plans will be submitted to all relevant legislatures for review Sections will be required to provide a register/ listing of numerical targets or reported achievements	Implemented. Feedback from Auditor-General on 2014/15 APP was also implemented. AGSA to do follow-up review as part of 2013/14 final audit Partially implemented. Evidence in some areas not meeting the required standards
3.	The totals balance will be verified when inputs are made Internal audit to review the interim financial statements and supporting schedules	In progress Implemented for the Interim Financial Statements. To confirm that no material misstatements are present when annual financial statements are signed off on 31 May 2014
4.	All the necessary controls on LOGIS will be implemented Internal audit to perform follow-up review of Sita monthly reports	Partially implemented Implemented
5.	Appointments will only be made once the appointment process has been completed All SMS members will be compelled to sign performance agreements An intervention will be implemented to address the employee conflict of interest matters identified	Implemented Implemented Implemented
6.	An intervention to address the difference between the financial statements and disclosure notes will be implemented	Implemented for Interim Financial Statements. To confirm accuracy during review of annual financial statements
7.	Implementation of the Office of the Accountant General's report and the court pronouncement on the Statistics South Africa investigation	In progress

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.



Ms Shirley Machaba
Chairperson of the Audit Committee
GCIS

31 May 2014

PART D: HUMAN RESOURCE MANAGEMENT



1. INTRODUCTION

The GCIS HRM has to comply with South Africa's Constitution of 1996, the Public Service Act of 1994, the Public Service Regulations, the Labour Relations Act, 1995 (Act 66 of 1995), the Basic Conditions of Employment Act, 1997 (Act 7 of 1997), the Skills Development Act, 1998 (Act 97 of 1998), the Skills Development Levies Act, 1999 (Act 9 of 1999), the Occupational Health and Safety Act, 1993 (Act 85 of 1993), the National Skills Development Strategy and the NDP. These have a significant impact on the day-to-day management of the department's HR to ensure fairness and consistent treatment.

2. OVERVIEW OF THE HUMAN RESOURCES

During the year under review, the GCIS set itself the following HR priorities:

- Improving the recruitment and retention of staff to ensure that the department has high quality staff.
- Maintaining healthy employee relations and developing an inclusive organisational culture that encourages work/life balance for staff.
- Enhancing performance management by making clear links between individual and organisational performance, and creating uniform standards against which performance will be evaluated in various units and similar occupations.
- Continuously develop staff to enhance individual performance and that of the organisation.
- Continuously driving transformation in the organisation with a view to ensure gender mainstreaming, disability sensitisation and diversity management.
- Capacitating managers and employees to proactively manage their wellness.

The department reviewed and has successfully implemented the Staff Retention Policy. The proposed actions from the climate survey conducted in the

department are implemented in consultation with the unions. The department has consistently maintained a vacancy rate of less than 8% throughout the year. Employees with disabilities made up 2,3% of the GCIS staff complement. Following the MPAT moderation, the GCIS was identified as a good practice department for the HR standard on Application of Recruitment and Retention Practices.

Labour relations workshops were conducted throughout the department targeting both employees and managers. Managers were also provided with booklets to assist them with the management of discipline.

The Employee Performance Management and Development System has been enhanced with more attention being given to poor performers by assisting managers to manage poor performance through Performance Improvement Plans.

With the development and implementation of the HRD Implementation Plan and WSP, the focus was on enhancing leadership capabilities in the department by implementing various leadership development programmes such as advanced management development programmes for middle managers, business, and life coaching and executive coaching for senior managers. Labour relations training for all employees within the organisation was successfully implemented. The department continues to award bursaries for its permanent employees.

The department implemented youth development programmes such as internships and work integrated learning for the enhancement of Further Education and Training students was implemented during the reporting year. Some of the interns were absorbed as contract and permanent workers within the department.

The GCIS continued to work together with organised labour, employees at all occupational levels through the

HR Transformation, Skills Development committees and the DBC to create a conducive working environment for its employees.

The department continued to maintain a healthy workforce by implementing the Employee Health and Wellness Programme, implementing RA for employees with disabilities and education and training in diversity, gender and other transformational issues. Counselling services are available to GCIS staff members and their immediate family, 7/24/365 days a year. Educational programmes on HIV and AIDS and other chronic illnesses continue to take place. Health screenings are held quarterly to promote healthy living in the department.

In addition to the above achievements, the GCIS still has a major challenge of operating with insufficient staff.

The personnel suitability checks conducted by the NIA and Saqa are also affecting the pace of filling vacant posts negatively.

The approved Excellence Awards Framework could not be implemented due to budget cuts.

The future HRPs are outlined below:

- Implementation of training programmes in line with the GCIS strategic training priorities as contained in the WSP and implementation of the HRD Plan.
- Implementation of the reviewed departmental HR Strategy/HRP/EE Plan.
- Continuous promotion of sound employee relations and labour peace.
- Enhancing performance management by making clear-links between individual and organisational performance, and creating uniform standards against which performance will be evaluated in various units and similar occupations.
- Capacitate managers to measure the impact of training and development.

- Implement youth development programmes, internships, work integrated learning, youth bursary scheme targeting youth with disabilities.
- Implement a structured coaching and mentoring programme and management of development programmes, including executive coaching.
- Implement induction through e-learning.
- Proactive wellness programme focusing on the employees and immediate family members.
- Continue implementation of HIV Counselling and Testing (HCT).
- Implementation of diversity, gender mainstreaming and disability management.



3. HR OVERSIGHT STATISTICS

3.1. Personnel-related expenditure

The following tables summarise the final audited personnel-related expenditure by programme and by salary bands. In particular, it provides an indication of the following:

- Amount spent on personnel
- Amount spent on salaries, overtime, home owners' allowances and medical aid.

Table 3.1.1 Personnel expenditure by programme.

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	184 457	55 294	1 563	913	30	122
CSA	82 600	41 637	356	966	50,4	44
CP&D	120 566	65 413	269	0	54,3	92
ICSM	53 290	19 903	298	19	37,3	144
TOTAL	440 913	182 247	2 486	1 898	41,3	401

Table 3.1.2 Personnel costs by salary band.

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Lower skilled (levels 1 – 2)	117	0,1	0	0
Skilled (levels 3 – 5)	5 111	2,7	39	131
Highly skilled production (levels 6 – 8)	40 964	21,3	153	268
Highly skilled supervision (levels 9 – 12)	84 307	43,8	195	435
Senior and top management (levels 13 – 16)	44 109	22,9	48	919
Contract (levels 1 – 2)	41	0	0	21
Contract (levels 3 – 5)	219	0,1	2	17
Contract (levels 6 – 8)	3 052	1,6	13	509
Contract (levels 9 – 12)	2 214	1,2	5	442 800
Contract (levels 13 – 16)	2 113	1,1	1	2 214
Periodical remuneration	0	0	20	5
Total	182 247	100	456	400

Table 3.1.3 Salaries, overtime, home owners' allowance and medical aid by programme.								
Programme	Salaries		Overtime		Home owners' allowance		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Administration	41 833	75,6	875	1,58	1 367	2,5	1 822	3,3
CSA	32 065	77	589	1,44	837	2	1 106	2,7
CP&D	49 496	75,77	424	0,65	1 604	2,5	2 642	4
ICSM	14 872	74,7	449	2,3	313	1,6	611	3,1
TOTAL	138 266	75,9	2 337	1,28	4 121	2,2	6 181	3,4

Table 3.1.4 Salaries, overtime, home owners' allowance and medical aid by salary band.								
Salary bands	Salaries		Overtime		Home owners allowance		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 1 – 2)	64	54,7	0	0	9	7,7	9	7,7
Skilled (level 3 –5)	3 420	66,9	39	0,8	365	7,1	421	8,2
Highly skilled production (levels 6 – 8)	28 521	69,6	836	2	1 540	3,6	2 356	5,6
Highly skilled supervision (levels 9 – 12)	63 195	75	1 389	1,6	1 274	1,5	2 542	3
Senior management (level 13 –16)	35 963	81,5	0	0	908	2	821	1,9
Contract (Levels 1 – 2)	41	100	0	0	0	0	0	0
Contract (Levels 3 – 5)	193	88,1	19	8,7	0	0	0	0
Contract (Levels 6 – 8)	2 902	95,1	47	1,5	0	0	0	0
Contract (Levels 9 –12)	2 164	97,8	7	0,3	0	0	0	0
Contract (Levels 13 –16)	1 867	88,4	0	0	25	1,2	30	1,4
TOTAL	138 266	75,9	2 337	1,3	4 121	2,3	6 181	3,4

3.2. Employment and vacancies

The tables in this section summarise the position with regard to employment and vacancies.

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables:

- programme
- salary band
- critical occupations.

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. Therefore, the vacancy rate reflects the percentage of posts that are not filled.

Table 3.2.1 Employment and vacancies by programme.				
Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment
Administration	179	163	8,9	19
CSA	63	61	3,2	2
CP&D	67	62	7,5	1
ICSM	176	170	3,4	0
TOTAL	485	456	6	22

Table 3.2.2 Employment and vacancies by salary band.				
Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment
Lower skilled (levels 1 – 2)	0	0	0	0
Skilled (levels 3 – 5)	40	39	2,5	0
Highly skilled production (levels 6 – 8)	162	153	5,6	0
Highly skilled supervision (levels 9 – 12)	208	194	6,7	1
Senior management (levels 13 – 16)	53	48	9,4	1
Contract (levels 3 – 5)	2	2	0	2
Contract (levels 6 – 8)	13	13	0	13
Contract (levels 9 – 12)	6	6	0	6
Contract (levels 13 – 16)	1	1	0	0
Total	485	456	6	22

Table 3.2.3 Employment and vacancies by critical occupations.				
Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment
Administrative related	5	5	0	1
Cleaners in offices	8	8	0	0
Client information clerks	2	2	0	0
Communication and information related	174	162	6,9	5
Communication and information related, temporary	1	1	0	0
Finance and economics related	10	10	0	0
Financial and related professionals	9	6	33,3	0
Financial clerks and credit controllers	4	4	0	0
Food services aids and waiters	7	7	0	0
HR and organisational development	6	6	0	1
HR clerks	5	5	0	0
HR-related	6	6	0	0
Language practitioners and interpreters	60	59	1,7	1
Library mail and related clerks	5	4	20	1
Light-vehicle drivers	2	2	0	0
Logistical-support personnel	3	3	0	0
Material-recording and transport clerks	14	12	14,3	0
Messengers, porters and deliverers	5	5	0	0
Other administration and related clerks	22	22	0	0
Other administrative policy and related officers	3	3	0	0
Other IT personnel	14	13	7,1	1
Printing and related machine operators	3	3	0	0
Secretaries and other keyboard operating clerks	58	56	3,4	11
Security officers	2	2	0	0
Senior managers	52	47	9,6	1
Trade labourers	5	3	40	0
Total	485	456	6	22

Notes

The Codes on Remuneration (CORE) classification, as prescribed by the Department of Public Service and Administration, should be used for completion of this table.

3.3 Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

Table 3.3.1 SMS post information as on 31 March 2014

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department					
Salary Level 16	1	0	0	1	100
Salary Level 15	3	3	100	0	0
Salary Level 14	13	13	100	0	0
Salary Level 13	36	32	89	4	11
Total	53	48	91	5	9.4

Table 3.3.2 SMS post information as on 30 September 2013

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department					
Salary Level 16	1	0	0	1	100
Salary Level 15	3	3	100	0	0
Salary Level 14	14	13	93	1	7
Salary Level 13	37	34	92	3	8
Total	55	50	91	5	9

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2013 and 31 March 2014			
SMS Level	Advertising	Filling of Posts	
		Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant
Director-General/ Head of Department	0	0	0
Salary Level 16	0	0	0
Salary Level 15	1	1	0
Salary Level 14	2	2	0
Salary Level 13	3	0	2
Total	6	3	2

Table 3.3.4: Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2013 and 31 March 2014

Reasons for vacancies not advertised within six months
CEO: GCIS – The department is awaiting for the Minister’s direction on the matter.
Reasons for vacancies not filled within six months
Director: Information Technology – The department is struggling with recruiting a suitable candidate for the post. The post has been advertised three times and a headhunting process in underway.
Director: Distribution – The department was in the process of restructuring the Chief Directorate: Communication Service Agency in which the directorate is located.

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2013 and 31 March 2014

Reasons for vacancies not advertised within six months
None
Reasons for vacancies not filled within six months
None

3.4. Job evaluation

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his/her organisation. In terms of the regulations all vacancies on salary levels nine and higher must be evaluated before they are filled.

The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.4.1 Job evaluation by salary band.

Salary band	Number of posts on approved establishment	Number of jobs evaluated	% of posts evaluated by salary bands	Posts upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (levels – 2)	0	0	0	0	0	0	0
Skilled (levels 3 – 5)	40	3	7,5	0	0	0	0
Highly skilled production (levels 6 – 8)	162	0	0	0	0	0	0
Highly skilled supervision (levels 9 – 12)	209	0	0	0	0	0	0
SMS Band A	11	0	0	0	0	0	0
SMS Band B	5	0	0	0	0	0	0
SMS Band C	0	0	0	0	0	0	0
Contract (levels 1 – 2)	2	0	0	0	0	0	0
Contract (levels 3 – 5)	13	0	0	0	0	0	0
Contract (levels 6 – 8)	5	0	0	0	0	0	0
Contract (levels 9 – 12)	0	0	0	0	0	0	0
Contract (Band A)	1	0	0	0	0	0	0
Contract (Band B)	0	0	0	0	0	0	0
Contract (Band C)	485	3	0,6	0	0	0	0
Total	485	456	6	22	22	22	22

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded.					
Beneficiary	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0
Employees with disabilities					0

The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

Director: IT - The department is struggling with recruiting a suitable candidate for the post. The post has been advertised three times and a headhunting process is underway.	None
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3.5. Employment changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band and critical occupations.

Table 3.5.1 Annual turnover rates by salary band.				
Salary band	Number of employees at beginning of period – April 2013	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (levels 1 – 2)	1	0	0	0
Skilled (levels 3 – 5)	28	5	3	10,7
Highly skilled production (levels 6 – 8)	167	5	10	6
Highly skilled supervision levels 9 – 12)	180	4	11	6,1
SMS Band A	35	0	2	5,7
SMS Band B	9	0	2	22,2
SMS Band C	4	0	0	0
Contract (levels 1 – 2)	0	0	3	0
Contract (levels 3 – 5)	1	0	0	0
Contract (levels 6 – 8)	9	7	3	33,3
Contract (levels 9 – 12)	5	2	2	40
Contract (Band B)	3	0	1	33,3
Total	442	23	37	8,4

Table 3.5.2 Annual turnover rates by critical occupation.

Critical occupation	Number of employees at beginning of period – April 2013	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative related	5	0	1	
Cleaners in offices	8	2	5	62,5
Client information clerks	2	1	0	
Communication and information related	148	5	11	7,4
Finance and economics related	10	1	0	
Financial and related professionals	8	1	0	0
Financial clerks and credit controllers	4	0	0	0
HR and organisational development	6	0	0	0
HR clerks	5	0	0	
HR-related	5	0	0	
Language practitioners interpreters	71	1	5	7
Library mail and related clerks	3	0	0	0
Light-vehicle drivers	2	1	0	0
Logistical support personnel	3	0	0	0
Material-recording and transport clerks	14	0	0	0
Messengers, porters and deliverers	4	1	0	0
Other administration and related clerks	20	0	0	0
Other administrative policy and related officers	3	0	4	133,3
Other IT personnel	14	0	1	7,1
Printing and related machine operators	3	0	0	0
Secretaries and other keyboard operating clerks	49	9	4	8,2
Security officers	2	0	0	
Senior managers	49	0	5	10,2
Trade labourers	4	1	1	
TOTAL	442	23	37	8,4

The table below identifies the major reasons why staff left the department.

Table 3.5.3 Reasons why staff left the department.

Termination type	Number	% of Total resignations
Death	3	8,1
Resignation	17	45,9
Expiry of contract	9	24,3
Dismissal – misconduct	1	2,7
Retirement	7	18,9
Total	37	100
Total number of employees who left as a % of total employment		8,4

Table 3.5.4 Promotions by critical occupation.

Occupation	Employees 1 April 2013	Promotions to another salary level	Salary-level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Administrative related	5	1	20	3	60
Cleaners in offices	8	0	0	4	50
Client information clerks	2	0	0	2	100
Communication and information related	148	29	19,6	89	60,1
Finance and economics related	10	0	0	7	70
Financial and related professionals	8	3	37,5	4	50
Financial clerks and credit controllers	4	0	0	1	25
HR and organisational development	6	0	0	3	50
HR clerks	5	0	0	4	80
HR-related	5	1	20	3	60
Language practitioners interpreters	71	4	5,6	42	59,2
Library mail and related clerks	3	0	0	3	100
Light vehicle drivers	2	0	0	1	50
Logistical support personnel	3	0	0	1	33,3
Material-recording and transport clerks	14	0	0	10	71,4

Occupation	Employees 1 April 2013	Promotions to another salary level	Salary-level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Messengers, porters and deliverers	4	0	0	3	75
Other administration and related clerks	20	1	5	18	90
Other administrative policy and related officers	3	2	66,7	2	66,7
Other IT personnel	14	2	14,3	7	50
Printing and related machine operators	3	0	0	0	0
Secretaries and other keyboard operating clerks	49	1	2	32	65,3
Security officers	2	0	0	1	50
Senior managers	49	1	2	51	104,1
Trade labourers	4	2	50	4	100
TOTAL	442	47	10,6	295	66,7

Salary band	Employees 1 April 2013	Promotions to another salary level	Salary-bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (levels 1 – 2)	1	0	0	0	0
Skilled (levels 3 – 5)	28	2	7,1	18	64,3
Highly skilled production (levels 6 – 8)	167	11	6,6	108	64,7
Highly skilled supervision (levels 9 – 12)	180	30	16,7	111	61,7
Senior management (levels 13 – 16)	48	4	8,3	50	10,2
Contract (levels 3 – 5)	1	0	0	1	100
Contract (levels 6 – 8)	9	0	0	2	22,2
Contract (levels 9 – 12)	5	0	0	2	40
Contract (levels 13 – 16)	3	0	0	3	100
Total	442	47	10,6	295	66,7

3.6. Employment equity

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	16	4	1	5	14	2	4	1	47
Professionals	106	11	1	6	111	7	5	16	263
Technicians and associate professionals	4	0	0	1	6	0	0	0	11
Clerks	24	2	1	2	64	6	2	4	105
Service and sales workers	2	0	0	0	0	0	0	0	2
Plant and machine operators and assemblers	5	0	0	0	0	0	0	0	5
Elementary occupations	8	0	0	0	13	2	0	0	23
Total	165	17	3	14	208	17	11	21	456
Employees with disabilities	4	1	0	1	2	0	0	2	10

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (levels 15 – 16)	1	0	0	0	2	0	0	0	3
Senior management (levels 13 – 14)	16	4	1	5	11	3	4	1	45
Professionally qualified and experienced specialists and mid-management	79	7	2	6	77	5	5	14	195
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	44	6	0	3	89	5	2	4	153
Semi-skilled and discretionary decision-making	17	0	0	0	18	4	0	0	39
Contract (senior management)	0	0	0	0	1	0	0	0	1
Contract (professionally qualified)	2	0	0	0	2	0	0	1	5
Contract (skilled technical)	5	0	0	0	7	0	0	1	13
Contract (semi-skilled)	1	0	0	0	1	0	0	0	2
Total	165	17	3	14	208	17	11	21	456

Table 3.6.3 Recruitment.									
Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	2	0	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1	0	0	0	4	0	0	0	5
Semi-skilled and discretionary decision-making	1	0	0	0	4	0	0	0	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Contract (professionally qualified)	1	0	1	0	0	0	0	0	2
Contract (skilled technical)	4	0	0	0	3	0	0	0	7
Total	9	0	1	0	13	0	0	0	23
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 Promotions.									
Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	1	0	0	1	2	0	0	0	4
Senior management	19	3	0	4	15	3	4	2	50
Professionally qualified and experienced specialists and mid-management	54	5	2	3	61	2	3	11	141
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	38	6	0	2	66	4	2	1	119
Semi-skilled and discretionary decision-making	12	0	0	0	7	1	0	0	20
Unskilled and defined decision-making	0	0	0	0	0	0	0	0	0
Contract (senior management)	0	0	0	0	3	0	0	0	3
Contract (professionally qualified)	0	0	0	0	1	0	0	1	2
Contract (skilled technical)	0	0	0	0	2	0	0	0	2
Contract (semi-skilled)	0	0	0	0	1	0	0	0	1
Total	124	14	2	10	158	10	9	15	342
Employees with disabilities	4	1	0	1	1	0	0	2	9

Table 3.6.5 Terminations.									
Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	1	2	0	0	1	4
Professionally qualified and experienced specialists and mid-management	6	0	0	0	4	0	0	1	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	5	0	0	0	3	0	0	2	10
Semi-skilled and discretionary decision-making	1	0	0	0	2	0	0	0	3
Unskilled and defined decision-making	0	0	0	0	0	0	0	0	0
Contract (senior management)	0	0	0	0	1	0	0	0	1
Contract (professionally qualified)	0	0	1	0	0	0	0	1	2
Contract (skilled technical)	0	0	0	0	3	0	0	0	3
Contract (unskilled)	1	0	0	0	2	0	0	0	3
Total	13	0	1	1	17	0	0	5	37
Employees with disabilities	0	0	0	0	0	0	0	1	1

Table 3.6.6 Disciplinary action.									
Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	1	0	0	0	0	0	0	0	1

Table 3.6.7 Skills development.									
Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	16	4	1	5	13	2	4	1	46
Professionals	104	10	1	6	108	5	5	12	251
Technicians and associate professionals	4	0	0	1	6	0	0	0	11

Table 3.6.7 Skills development.									
Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Clerks	19	2	1	2	61	6	2	4	97
Service and sales workers	2	0	0	0	0	0	0	0	2
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	5	0	0	0	0	0	0	0	5
Elementary occupations	8	0	0	0	13	2	0	0	23
Total	158	16	3	14	201	15	11	17	435
Employees with disabilities	4	1	0	1	2	0	0	2	10

3.7 Signing of Performance Agreements by SMS Members

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2014				
Race and gender	Beneficiary profile			Cost
SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/ Head of Department				
Salary Level 16	1	0	0	0
Salary Level 15	3	3	3	100
Salary Level 14	13	12	12	100
Salary Level 13	38	32	32	100
Total	55	47	47	100

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2014
Reasons

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2014
Reasons

3.8 Performance rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, disability, salary bands and critical occupations.

Table 3.8.1 Performance rewards by race, gender and disability.					
Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African, male	67	161	41,6	834	12 444
Asian, male	2	3	66,7	50	24 779
Coloured, male	2	16	12,5	28	14 226
White, male	5	13	38,5	105	21 047
African, female	88	206	42,7	1 072	12 183
Asian, female	8	11	72,7	135	16 894
Coloured, female	6	17	35,3	57	9 439
White, female	11	19	57,9	178	16 187
Employees with disabilities	4	10	40	63	15 682
TOTAL	193	456	42,3	2 522	13 065

Table 3.8.2 Performance rewards by salary band for personnel below senior management service.					
Salary band	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee
Skilled (levels 3 – 5)	22	39	56,4	95	4 318
Highly skilled production (levels 6 – 8)	53	153	34,6	474	8 943
Highly skilled supervision (levels 9 – 12)	97	195	49,7	1 405	14 485
Contract (levels 3 – 5)	2	2	100	6	3 000
Contract (levels 6 – 8)	3	13	23,1	14	4 667
Contract (levels 9 – 12)	2	5	40	27	13 500
Total	179	407	26,8	2 021	11 291

Table 3.8.3 Performance rewards by critical occupation.					
Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total cost (R'000)	Average cost per employee
Administrative related	1	5	20	17	17 000
Cleaners in offices	4	8	50	14	3 500
Client information clerks	0	2	0	0	0
Communication and information related	85	163	52,1	1 166	13 718
Finance and economics related	3	10	30	82	27 333
Financial and related professionals	2	6	33,3	25	12 500
Financial clerks and credit controllers	2	4	50	29	14 500
Food services aids and waiters	5	7	71,4	19	3 800
HR and organisational development	0	6	0	0	0

Table 3.8.3 Performance rewards by critical occupation.					
Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total cost (R'000)	Average cost per employee
HR clerks	1	5	20	7	7 000
HR-related	3	6	50	49	16 333
Language practitioners and interpreters	19	59	32,2	192	10 105
Library mail and related clerks	3	4	75	12	4 000
Light vehicle drivers	0	2	0	0	0
Logistical support personnel	1	3	33,3	17	17 000
Material-recording and transport clerks	7	12	58,3	55	7 857
Messengers, porters and deliverers	2	5	40	10	5 000
Other administration and related clerks	12	22	54,4	132	11 000
Other administrative policy and related officers	1	3	33,3	20	20 000
Other IT personnel	4	13	30,8	43	10 750
Printing and related machine operators	3	3	100	16	5 333
Secretaries and other keyboard operating clerks	20	56	35,7	140	7 000
Security officers	1	2	50	4	4 000
Senior managers	13	47	27,7	468	36 000
Trade labourers	1	3	33,3	4	4 000
Total	193	456	42,3	2 521	13 062

Table 3.8.4 Performance related rewards (cash bonus), by salary band for senior management service.						
Salary band	Beneficiary profile			Cost		
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee	% of SMS wage bill
Band A	11	33	33,3	372	33 818	1,3
Band B	2	11	18,2	78	39 000	0,7
Band C	1	5	20	50	50 000	0,8
Total	14	49	28,6	500	35 714	1

3.9. Foreign workers

The tables below summarise the employment of foreign nationals in the department in terms of salary band and major occupation.

Table 3.9.1 Foreign workers by salary band.						
Salary band	01 April 2013		31 March 2014		Change	
	Number	% of total	Number	% of total	Number	% Change
Highly skilled supervision (levels 9 – 12)	1	100	1	20	0	0
Periodical remuneration	0	0	4	80	4	100
Total	1	100	5	100	4	100

Table 3.9.2 Foreign workers by major occupation.						
Major occupation	01 April 2013		31 March 2014		Change	
	Number	% of total	Number	% of total	Number	% Change
Administrative office workers	0	0	4	80	4	100
Professionals and managers	1	100	1	20	0	0
Total	1	100	5	100	4	100

3.10. Leave utilisation

The OPSC identified the need for careful monitoring of sick leave within the Public Service. The following tables provide an indication of the use of sick leave and disability leave. In both cases, the estimated cost of the leave is also provided.

Table 3.10.1 Sick leave						
Salary band	Total days	% Days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Skilled (levels 3 – 5)	215	83,3	30	7,6	7	74
Highly skilled production (levels 6 – 8)	1 067	81,8	133	33,8	8	693
Highly skilled supervision (levels 9 – 12)	1 374	87	169	43	8	1 840
Senior management (levels 13 – 16)	362	83,4	41	10,4	9	1 169
Contract (1 – 2)	1	0	1	0,3	1	0
Contract (3 – 5)	9	88,9	1	0,3	9	3
Contract (6 – 8)	35	45,7	11	2,8	3	21
Contract (9 – 12)	29	62,1	5	1,3	6	36
Contract (13-16)	40	90	2	0,5	20	150
Total	3 132	83,9	393	100	8	3 986

Table 3.10.2 Disability leave (temporary and permanent).						
Salary band	Total days	% Days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Skilled (levels 3 – 5)	0	0	0	0	0	0
Highly skilled production (levels 6 – 8)	82	100	3	37,5	27	55
Highly skilled supervision (levels 9 – 12)	67	100	4	50	17	106
Senior management (levels 13 – 16)	66	100	1	12,5	66	204
Total	215	100	8	100	27	365

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Coordinating Bargaining Council in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

Table 3.10.3 Annual leave.			
Salary band	Total days taken	Number of employees using annual leave	Average per employee
Skilled (levels 3 – 5)	904	40	23
Highly skilled production (levels 6 – 8)	3 514	168	21
Highly skilled supervision (levels 9 – 12)	4 544	216	21
Senior management (levels 13 – 16)	1 256	55	23
Contract (levels 1– 2)	33	5	7
Contract (levels 3 – 5)	16	2	8
Contract (levels 6 – 8)	172	17	10
Contract (levels 9 – 12)	84	6	14
Contract (levels 13 – 16)	40	2	20
Total	10 563	511	21

Table 3.10.4 Capped leave.				
Salary band	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Average capped leave per employee as at 31 December 2013
Highly skilled production (levels 6 – 8)	6	1	6	32
Senior management (levels 13 – 16)	9	2	5	36
Total	15	3	5	33

The following table summarise payments made to employees as a result of leave that was not taken.

Table 3.10.5 Leave payouts.			
Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payout for 2013/14 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave payouts on termination of service for 2013/14	7	2	3 500
Current leave payout on termination of service for 2013/14	0	22	0
Total	7	22	318

3.11. HIV and AIDS and health promotion programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure.	
Units/categories of employees identified to be at high risk of contracting HIV and related diseases (if any)	Key steps taken to reduce the risk
None	None

Table 3.11.2 Details of health promotion and HIV and AIDS programmes (tick the applicable boxes and provide the required information).			
Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Mr K Semakane, Acting DCEO: Corporate Services.
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		Six employees are responsible for the well-being of GCIS employees. R320 000.
3. Has the department introduced an employee assistance or health promotion programme for your employees? If so, indicate the key elements/services of this programme.	X		24/7/365 days counselling provided to GCIS employees and their immediate family members. HIV and AIDS and other chronic illnesses, education and health screenings including HIV and AIDS, TB, pap smear, PSA, BMI, hypertension, diabetes, etc.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	X		Mr K Semakane, Mr T Seale, Ms T Carrim, Ms M Thusi, Ms M Tshokolo Mr G Storey, Ms I Matjie, Mr X Khosa, Mr P Konaite, Ms B Motlhaoleng, Mr D Khosa, Ms M Strydom, Mr T Rabotho and Mr D Moraba. The abovementioned committee members represent the employer, various occupational levels within GCIS, employees with disabilities and organised labour.
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/ practices so reviewed.	X		<ul style="list-style-type: none"> Employee Wellness Policy. Gender Mainstreaming Policy. Sexual Harassment Policy.
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		Through HR policies, committees and educational awareness programmes.
7. Does the department encourage its employees to undergo voluntary counselling and testing? If so, list the results that you have you achieved.	X		HCT and TB testing is conducted quarterly; 25% tested for HIV and AIDS, and 10% of employees tested for TB
8. Has the department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/ indicators.	X		Monthly, quarterly and annual reports. Quarterly HCT reports are submitted to the DPSA. Feedback is received from employees after both the service provider and GCIS officials have rendered the wellness service.

3.12. Labour relations

Table 3.12.1 Collective agreements.	
Subject matter	Date
None	-

The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

Table 3.12.2 Misconduct and disciplinary hearings finalised.		
Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	0	0
Final written warning	0	0
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal	1	100
Not guilty	0	0
Case withdrawn	0	0
Total	1	100

Table 3.12.3 Types of misconduct addressed at disciplinary hearings.		
Type of misconduct (based on Annexure A)	Number	% of total
Insubordination, absence from duty without permission, creating disharmony in the workplace	1	100
Total	1	100

Table 3.12.4 Grievances logged.		
	Number	% of total
Number of grievances resolved	0	0
Number of grievances not resolved	0	0
Total number of grievances lodged	0	0

Table 3.12.5 Disputes logged.		
	Number	% of total
Number of disputes upheld	0	0
Number of disputes dismissed	0	0
Total number of disputes lodged	0	0

Table 3.12.6 Strike actions.		
Total number of persons working days lost	0	0
Total costs working days lost	0	0
Amount (R'000) recovered as a result of no work no pay	0	0

Table 3.12.7 Precautionary suspensions.	
Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	321
Cost (R'000) of suspension	589 643,15

3.13. Skills development

This section highlights the efforts of the department regarding skills development.

Table 3.13.1 Training needs identified.						
Occupational category	Gender	Number of employees as at 1 April 2013	Training needs identified at start of the reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	21	0	18	0	18
	Male	26	0	17	0	17
Professionals	Female	139	0	37	0	37
	Male	124	0	39	0	39
Technicians and associate professionals	Female	6	0	51	14	65
	Male	5	0	46	11	57
Clerks	Female	76	0	47	9	56
	Male	29	0	15	1	16
Service and sales workers	Female	0	0	0	0	0
	Male	2	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	5	0	0	0	0
Elementary occupations	Female	15	0	11	0	11
	Male	8	0	11	0	11
Sub-total	Female	257	0	164	23	187
	Male	199	0	128	12	140
Total		456	0	292	35	327

Table 3.13.2 Training provided for the period.						
Occupational category	Gender	Number of employees as at 1 April 2013	Training provided within the reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	21	0	20	0	20
	Male	26	0	26	0	26
Professionals	Female	139	0	130	0	130
	Male	124	0	121	0	121
Technicians and associate professionals	Female	6	0	6	14	20
	Male	5	0	5	11	16
Clerks	Female	76	0	73	9	82
	Male	29	0	24	1	25
Service and sales workers	Female	0	0	0	0	0
	Male	2	0	2	0	2
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	5	0	5	0	5
Elementary occupations	Female	15	0	15	0	15
	Male	8	0	8	0	8
Sub-total	Female	257	0	244	23	267
	Male	199	0	191	12	203
Total		456	0	435	35	470

3.14. Injury on duty

The following tables provide basic information on injury on duty.

Table 3.14.1 Injury on duty.		
Nature of injury on duty	Number	% of total
Required basic medical attention only	0	0
Temporary total disablement	0	0
Permanent disablement	0	0
Fatal	0	0
Total	0	0

3.15. Utilisation of consultants

Table 3.15.1 Report on consultant appointments using appropriated funds.			
Project title	Total number of consultants that worked on project	Duration: Work days	Contract value in Rand
None	0	0	0

Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
0	0	0	0

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of historically disadvantaged individuals (HDIs).			
Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
None	0	0	0

Table 3.15.3 Report on consultant appointments using donor funds.			
Project title	Total number of consultants that worked on project	Duration: Work days	Donor and Contract value in Rand
None	0	0	0

Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
0	0	0	0

Table 3.15.4 Analysis of consultant appointments using donor funds, in terms of HDIs.			
Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
None	0	0	0

3.16 Severance Packages

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2013 and 31 March 2014				
Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by department
Lower skilled (Levels 1-2)	0	0	0	0
Skilled Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision(Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
Total	0	0	0	0

PART E: ANNUAL FINANCIAL STATEMENTS



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BUDGET VOTE

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REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE 9: GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM

Introduction

1. I have audited the financial statements of the Government Communication and Information System set out on pages 112 to 140, which comprise the appropriation statement, the statement of financial position as at 31 March 2014, the statement of financial performance, statement of changes in net assets and cash flow statement, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Modified Cash Standards prescribed by National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Government Communication and Information System as at 31 March 2014 and its financial performance and cash flows for the year then ended, in accordance with the Modified Cash Standards prescribed by National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

Emphasis of matter

I draw attention to the matter below. My opinion is not modified in respect of this matter.

Restatement of corresponding figures

7. As disclosed in note 30 to the financial statements, the corresponding figures for 31 March 2013 have been restated as a result of an error discovered during 2014 in the financial statements of the Government Communication and Information System, and for the year ended 31 March 2013.

Significant uncertainties

8. With reference to note 18 to the financial statements, Government Communication and Information System is currently awaiting a court ruling, in respect of services procured and paid for on behalf of another state institution. The ultimate outcome of which cannot presently be determined and a provision for any liability that may result has been made in the financial statements.

Additional matters

I draw attention to the matters below. My opinion is not modified in respect of this matter.

Unaudited supplementary schedules

9. The supplementary information set out on pages 141 to 151 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

10. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, non-compliance with legislation as well as internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

11. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the department for the year ended 31 March 2014:

- Programme 2: Content Processing and Dissemination on pages 39 to 49
- Programme 3: Intergovernmental Coordination and Stakeholder Management on pages 50 to 60

12. I evaluated the reported performance information against the overall criteria of usefulness and reliability.

13. I evaluated the reported performance information against the overall criteria of usefulness and reliability.

14. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives.

15. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant as required by the *National Treasury's Framework for managing programme performance information* (FMPPI).

16. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

17. I did not identify any material findings on the usefulness and reliability of the reported performance information for the selected programmes.

Additional matters

18. Although I raised no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matters:

Achievement of planned targets

19. Refer to the annual performance report on pages 27 to 65 for information on the achievement of planned targets for the year.

Compliance with legislation

I performed procedures to obtain evidence that the department had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

Annual financial statements, performance and annual reports

20. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 40(1) (a) of the PFMA of 1999. Material

misstatements of disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

Human resource management and compensation

21. Employees were appointed without following a proper process to verify the claims made in their applications in contravention of Public Service Regulation 1/VII/D.8.

Internal control

I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matter reported below are limited to the significant internal control deficiencies that resulted in the findings on non-compliance with legislation included in this report.

Financial and performance management

22. Management did not implement effective controls to ensure accurate and complete financial statements and compliance with laws and regulations.

Auditor-General

Pretoria
31 July 2014



AUDITOR-GENERAL
SOUTH AFRICA
Auditing to build public confidence

Appropriation statement for the year ended 31 March 2014

2013/14								2012/13	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	
1. ADMINISTRATION									
Current payment	145,217	(5,381)	139,836	139,835	1	100.0%	135,688	101,402	
Transfers and subsidies	63	242	305	304	1	100.0%	244	244	
Payment for capital assets	36,166	8,151	44,317	44,317	-	100.0%	58,408	52,831	
Payment for financial assets	-	-	-	1	(1)	-	-	17	
	181,446	3,012	184,458	184,457	1	100.0%	194,340	154,494	
2. CONTENT PROCESSING AND DISSEMINATION									
Current payment	89,083	(6,986)	82,097	82,032	65	99.9%	87,259	85,381	
Transfers and subsidies	30	75	105	105	-	100.0%	91	92	
Payment for capital assets	191	207	398	398	-	100.0%	490	489	
Payment for financial assets	-	-	-	65	(65)	-	-	-	
	89,304	(6,704)	82,600	82,600	-	100.0%	87,840	85,962	
3. INTERGOVT COORD & STAKEHOLDER MANAGEMENT									
Current payment	97,164	(259)	96,905	99,155	(2,250)	102.3%	106,190	104,702	
Transfers and subsidies	20,900	175	21,075	21,074	1	100.0%	20,313	20,312	
Payment for capital assets	185	84	269	269	-	100.0%	779	780	
Payment for financial assets	-	-	-	68	(68)	-	-	-	
	118,249	-	118,249	120,566	(2,317)	101.9%	127,282	125,794	
4. COMMUNICATION SERVICE AGENCY									
Current payment	46,646	4,139	50,785	52,158	(1,373)	102.7%	50,797	50,782	
Transfers and subsidies	135	7	142	142	-	100.0%	96	96	
Payment for capital assets	1,437	(454)	983	983	-	100.0%	626	626	
Payment for financial assets	-	-	-	7	(7)	-	-	15	
	48,218	3,692	51,910	53,290	(1,380)	102.6%	51,519	51,519	
TOTAL	437,217	-	437,217	440,913	(3,696)	100.8%	460,981	417,769	

2013/14				2012/13	
Reconciliation with statement of financial performance	Final Appropriation	Actual Expenditure		Final Appropriation	Actual Expenditure
ADD:					
Departmental receipts	874			1,013	
Actual amounts per statement of financial performance (total revenue)	438,091			461,994	
Actual amounts per statement of financial performance (total expenditure)		440,913			417,769

Appropriation per economic classification

2013/14							2012/13	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payment								
Compensation of employees	188,703	(6,456)	182,247	182,247	-	100.0%	177,064	175,158
Goods and services	189,407	(2,031)	187,376	190,932	(3,556)	101.9%	202,870	167,108
Transfers and subsidies								
Departmental agencies & accounts	20,809	28	20,837	20,837	-	100.0%	20,000	20,000
Public corporations & private enterprises	-	-	-	-	-	-	61	61
Households	319	471	790	789	1	100.0%	683	683
Payment for capital assets								
Building and other fixed structures	36,088	(9,864)	26,224	26,224	-	100.0%	46,256	40,679
Machinery and equipment	1,601	18,142	19,743	19,743	-	100.0%	13,982	13,982
Intangible assets	290	(290)	-	-	-	-	65	66
Payment for financial assets								
	-	-	-	141	(141)	-	-	32
TOTAL	437,217	-	437,217	440,913	(3,696)	100.8%	460,981	417,769

Detail per programme 1 – Administration for the year ended 31 March 2014

2013/14							2012/13	
Detail per subprogramme	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1.1. Departmental Management								
Current payment	7,083	(728)	6,355	6,355	-	100.0%	7,644	7,626
Transfers and subsidies	-	25	25	25	-	100.0%	64	64
Payment for capital assets	-	11	11	11	-	100.0%	89	89
Payment for financial assets	-	-	-	-	-	-	-	17
1.2. Corporate Services								
Current payment	52,001	(723)	51,278	51,278	-	100.0%	50,455	50,455
Transfers and subsidies	9	23	32	32	-	100.0%	22	22
Payment for capital assets	48	283	331	331	-	100.0%	3,263	3,264
1.3. Financial Administration								
Current payment	40,758	(7,371)	33,387	33,385	2	100.0%	57,039	22,771
Transfers and subsidies	54	194	248	247	1	100.0%	151	151
Payment for capital assets	36,118	7,857	43,975	43,975	-	100.0%	55,038	49,460
Payment for financial assets	-	-	-	1	(1)	-	-	-
1.4. Internal Audit								
Current payment	6,197	714	6,911	6,912	(1)	100.0%	7,052	7,052
Transfers and subsidies	-	-	-	-	-	-	7	7
Payment for capital assets	-	-	-	-	-	-	18	18
Payment for financial assets	-	-	-	-	-	-	-	-
1.5. Office Accommodation								
Current payment	39,178	2,727	41,905	41,905	-	100.0%	13,498	13,498
TOTAL	181,446	3,012	184,458	184,457	1	100.0%	194,340	154,494

Appropriation per economic classification

2013/14							2012/13	
Programme 1 per Economic classification	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payment								
Compensation of employees	56,471	(1,176)	55,295	55,295	-	100.0%	52,609	52,609
Goods and services	88,746	(4,205)	84,541	84,540	1	100.0%	83,079	48,793
Transfers and subsidies								
Departmental agencies & accounts	-	38	38	38	-	100.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	-	10	10
Households	63	204	267	266	1	100.0%	234	234
Payment for capital assets								
Building and other fixed structures	36,088	(9,864)	26,224	26,224	-	100.0%	46,256	40,679
Machinery and equipment	78	18,015	18,093	18,093	-	100.0%	12,137	12,137
Intangible assets	-	-	-	-	-	-	15	15
Payment for financial assets								
	-	-	-	1	(1)	-	-	17
TOTAL	181,446	3,012	184,458	184,457	1	100.0%	194,340	154,494

Detail per programme 2 – Content Processing and Dissemination for the year ended 31 March 2014

Detail per subprogramme	2013/14						2012/13	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
2.1. Programme Management for Content Processing and Dissemination								
Current payment	2,965	(483)	2,482	2,482	-	100.0%	2,712	2,482
Payment for financial assets	-	-	-	-	-	-	9	9
2.2. Policy and Research								
Current payment	32,452	(2,815)	29,637	29,615	22	99.9%	31,453	30,319
Transfers and subsidies	3	6	9	9	-	100.0%	61	62
Payment for capital assets	121	49	170	170	-	100.0%	262	262
Payment for financial assets	-	-	-	23	(23)	-	-	-
2.3. Products and Platforms								
Current payment	53,666	(3,688)	49,978	49,935	43	99.9%	53,094	52,580
Transfers and subsidies	27	69	96	96	-	100.0%	30	30
Payment for capital assets	70	158	228	228	-	100.0%	219	218
Payment for financial assets	-	-	-	42	(42)	-	-	-
TOTAL	89,304	(6,704)	82,600	82,600	-	100.0%	87,840	85,962

Appropriation per economic classification

Programme 2 per Economic classification	2013/14						2012/13	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payment								
Compensation of employees	44,039	(2,402)	41,637	41,637	-	100.0%	40,679	38,800
Goods and services	45,044	(4,584)	40,460	40,395	65	99.8%	46,580	46,580
Transfers and subsidies								
Departmental agencies & accounts	19	(19)	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	3	3
Households	11	94	105	105	-	100.0%	88	88
Payment for capital assets								
Machinery and equipment	141	257	398	398	-	100.0%	463	463
Intangible assets	50	(50)	-	-	-	-	27	28
Payment for financial assets	-	-	-	65	(65)	-	-	-
TOTAL	89,304	(6,704)	82,600	82,600	-	100.0%	87,840	85,962

Detail per programme 3 – Intergovernmental Coordination & Stakeholder Management for the year ended 31 March 2014								
2013/14							2012/13	
Detail per subprogramme	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
3.1. Programme Management for Intergovernmental Coordination and Stakeholder Management								
Current payment	2,295	200	2,495	2,495	-	100.0%	20,787	20,776
Transfers and subsidies	-	-	-	-	-	-	10	10
Payment for capital assets	-	-	-	-	-	-	54	54
3.2. Provincial and Local Liaison								
Current payment	68,765	838	69,603	71,859	(2,256)	103.2%	72,720	71,248
Transfers and subsidies	110	132	242	241	1	99.6%	302	301
Payment for capital assets	130	11	141	141	-	100.0%	560	561
Payment for financial assets	-	-	-	62	(62)	-	-	-
3.3. Media Engagement								
Current payment	13,817	(1,035)	12,782	12,776	6	100.0%	12,683	12,678
Transfers and subsidies	-	1	1	1	-	100.0%	1	1
Payment for capital assets	55	38	93	93	-	100.0%	165	165
Payment for financial assets	-	-	-	6	(6)	-	-	-
3.4. Media Development & Diversity Agency								
Transfer and Subsidies	20,790	-	20,790	20,790	-	100.0%	20,000	20,000
3.5. Cluster Supervision (HD, SP&GA)								
Current payment	7,733	642	8,375	8,375	-	100.0%	-	-
Transfers and subsidies	-	42	42	42	-	100.0%	-	-
Payment for capital assets	-	9	9	9	-	100.0%	-	-
3.6. Cluster Supervision (EI & Inter)								
Current payment	4,554	(904)	3,650	3,650	-	100.0%	-	-
Payment for capital assets	-	26	26	26	-	100.0%	-	-
TOTAL	118,249	-	118,249	120,566	(2,317)	102%	127,282	125,794

Appropriation per economic classification								
2013/14							2012/13	
Programme 3 per Economic classification	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payment								
Compensation of employees	67,757	(2,344)	65,413	65,413	-	100.0%	63,970	63,943
Goods and services	29,407	2,085	31,492	33,741	(2,249)	107.1%	42,220	40,759
Transfers and subsidies								
Departmental agencies & accounts	20,790	9	20,799	20,799	-	100.0%	20,000	20,000
Public corporations & private enterprises	-	-	-	-	-	-	43	43
Households	110	166	276	276	-	100%	270	270
Payment for capital assets								
Machinery and equipment	185	84	269	269	-	100%	779	779
Payment for financial assets								
	-	-	-	68	(68)	-	-	-
TOTAL	118,249	-	118,249	120,566	(2,317)	102.0%	127,282	125,794

Detail per programme 4 – Communication Service Agency for the year ended 31 March 2014								
2013/14							2012/13	
Detail per subprogramme	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
4.1. Marketing, Advertising and Media Buying								
Current payment	28,825	(2,304)	26,521	27,894	(1,373)	105.2%	32,426	32,425
Transfers and subsidies	135	7	142	142	-	100.0%	84	84
Payment for capital assets	57	(4)	53	53	-	100.0%	55	55
Payment for financial assets	-	-	-	7	(7)	-	-	1
4.2. Media Production								
Current payment	17,821	6,443	24,264	24,264	-	103.2%	18,371	18,357
Transfers and subsidies	-	-	-	-	-	-	12	12
Payment for capital assets	1,380	(450)	930	930	-	100.0%	571	571
Payment for financial assets	-	-	-	-	-	-	-	14
TOTAL	48,218	3,692	51,910	53,290	(1,380)	102.7%	51,519	51,519

Appropriation per economic classification								
2013/14						2012/13		
Programme 4 per Economic classification	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payment								
Compensation of employees	20,436	(534)	19,902	19,902	-	100.0%	19,806	19,806
Goods and services	26,210	4,673	30,883	32,256	(1,373)	100.4%	30,991	30,976
Transfers and subsidies								
Public corporations & private enterprises	-	-	-	-	-	-	5	5
Households	135	7	142	142	-	100%	91	91
Payment for capital assets								
Machinery and equipment	1,197	(214)	983	983	-	100.0%	603	603
Intangible assets	240	(240)	-	-	-	-	23	23
Payment for financial assets								
	-	-	-	7	(7)	-	-	15
TOTAL	48,218	3,692	51,910	53,290	(1,380)	102.7%	51,519	51,519

Notes to the appropriation statement for the year ended 31 March 2014				
1. Detail of transfers and subsidies as per Appropriation Act (after Virement): Detail of these transactions can be viewed in note 6 (Transfers and subsidies) and Annexure 1A to the Annual Financial Statements.				
2. Detail of specifically and exclusively appropriated amounts voted (after Virement): Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.				
3. Detail on payments for financial assets Detail of these transactions per programme can be viewed in note 5 (Payments for financial assets) to the Annual Financial Statements.				
4. Explanations of material variances from Amounts Voted (after Virement):				
4.1 Per Programme	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation
	R'000	R'000	R'000	%
Administration	184,458	184,457	1	-
The under spending of R1 000 is in respect of goods and services				
Intergovernmental Coordination Stakeholder Management	118,249	120,566	(2,317)	(2%)
The over expenditure of R2.317 million is due to unforeseen expenditure in respect of the 2013 State Funeral				
Communication Service Agency	51,910	53,290	(1,380)	(3%)
The over expenditure of R1.38 million is due to unforeseen expenditure in respect of the 2013 State Funeral				
4.2 Per Economic classification	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation
	R'000	R'000	R'000	%
Current expenditure				
Compensation of employees	182,247	182,247	-	-
Goods and services	187,376	190,932	(3,556)	(1.9%)
Transfers and subsidies:				
Departmental agencies & accounts	20,837	20,837	-	-
Households	790	789	1	-
Payment for capital assets				
Building & other fixed assets	26,224	26,224	-	-
Machinery & equipment	19,743	19,743	-	-
Payment for financial assets				
	-	141	(141)	(100%)
The total over expenditure of R3.696 million is mainly due to unforeseen expenditure in respect of the 2013 State Funeral				

Statement of financial performance for the year ended 31 March 2014

		2013/14	2012/13
		R'000	R'000
REVENUE			
Annual appropriation	1	437,217	460,981
Departmental revenue	2	874	1,013
TOTAL REVENUE		438,091	461,994
EXPENDITURE			
Current expenditure			
Compensation of employees	3	182,247	175,158
Goods and services	4	190,932	167,108
Total current expenditure		373,179	342,266
Transfers and subsidies			
Transfers and subsidies	5	21,626	20,744
Total transfers and subsidies		21,626	20,744
Expenditure for capital assets			
Tangible assets	6	45,967	54,662
Intangible assets	7	-	65
Total expenditure for capital assets		45,967	54,727
Payment for financial assets		141	32
TOTAL EXPENDITURE		440,913	417,769
SURPLUS/(DEFICIT) FOR THE YEAR		(2,822)	44,225
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		(3,696)	43,212
Annual Appropriation		(3,696)	43,212
Departmental revenue	13	874	1,013
		-	-
SURPLUS/(DEFICIT) FOR THE YEAR		(2,822)	44,225

Statement of financial position at 31 March 2014

		2013/14	2012/13
		R'000	R'000
ASSETS			
Current assets		147,329	156,225
Unauthorised expenditure	8	3,696	-
Cash and cash equivalents	9	122,019	151,593
Prepayments and advances	10	185	107
Receivables	11	21,429	4,525
TOTAL ASSETS		147,329	156,225
LIABILITIES			
Current liabilities		135,320	148,638
Voted funds to be surrendered to the Revenue Fund	12	-	43,212
Departmental revenue to be surrendered to the Revenue Fund	13	13	1
Payables	14	135,307	105,425
Non-Current liabilities			
Payables	15	11,671	7,442
TOTAL LIABILITIES		146,991	156,080
NET ASSETS		338	145
Represented by:			
Recoverable revenue		338	145
TOTAL		338	145

Statement of changes in net assets for the year ended 31 March 2014

		2013/14	2012/13
	Note	R'000	R'000
Recoverable revenue			
Opening balance		145	148
Transfers:		193	(3)
Debts revised		(18)	-
Debts recovered (included in departmental receipts)		(262)	(40)
Debts raised		473	37
Closing balance		338	145
TOTAL		338	145

Cash flow statement for the year ended 31 March 2014

		2013/14	2012/13
	Note	R'000	R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		438,091	461,994
Annual appropriated funds received	1	437,217	460,981
Departmental revenue received	2.1; 2.3	795	895
Interest received	2.2	79	118
Net (increase)/decrease in working capital		9,204	29,731
Surrendered to Revenue Fund		(44,074)	(20,489)
Current payments		(369,483)	(342,266)
Payments for financial assets		(141)	(32)
Transfers and subsidies paid		(21,626)	(20,744)
Net cash flow available from operating activities	16	11,971	108,194
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets		(45,967)	(54,727)
Net cash flows from investing activities	7	(45,967)	(54,727)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		193	(3)
Increase/(decrease) in non-current payables		4,229	3,564
Net cash flows from financing activities		4,422	3,561
Net increase/(decrease) in cash and cash equivalents		(29,574)	57,028
Cash and cash equivalents at the beginning of the period		151,593	94,565
Cash and cash equivalents at end of period	9	122,019	151,593

Accounting policies for the year ended 31 March 2014

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

1. Basis of preparation

The financial statements have been prepared in accordance with the Modified Cash Standard.

2. Going concern

The financial statements have been prepared on a going concern basis.

3. Presentation currency

Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

4. Rounding

Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).

5. Foreign currency translation

Cash flows arising from foreign currency transactions are translated into South African Rands using the exchange rates prevailing at the date of payment / receipt.

6. Current year comparison with budget

A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.

7. Revenue

7.1. Appropriated funds

Appropriated funds comprises of departmental allocations.

Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective. The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.

7.2. Departmental revenue

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.

Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.

8. Expenditure

8.1. Compensation of employees

8.1.1. Salaries and wage

Salaries and wages are recognised in the statement of financial performance on the date of payment.

8.1.2. Social contributions

Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment. Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.

8.2. Other expenditure

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

8.3. Accrued expenditure payable

Accrued expenditure payable is recorded in the

notes to the financial statements when the goods are received or, in the case of services, when they are rendered to the department. Accrued expenditure payable is measured at cost.

8.4. Leases

8.4.1. Operating leases

Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. The operating lease commitments are recorded in the notes to the financial statements.

9. Cash and cash equivalents

Cash and cash equivalents are stated at cost in the statement of financial position. Bank overdrafts are shown separately on the face of the statement of financial position. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

10. Prepayments and advances

Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash. Prepayments and advances are initially and subsequently measured at cost. Prepayments and advances are expensed when services have been rendered or goods received. This include advance payments to employees in respect of subsistence and travel as well as advance payments to DIRCO in respect of foreign trips.

11. Loans and receivables

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

12. Payables

Loans and payables are recognised in the statement of financial position at cost.

13. Capital assets

13.1. Movable capital assets

Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as

at the date of acquisition.

Where the cost of movable capital assets cannot be determined accurately, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) are recorded at R1. Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the movable asset is recorded by another department/entity in which case the completed project costs are transferred to that department.

13.2. Intangible assets

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.

Where the cost of intangible assets cannot be determined accurately, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) are recorded at R1. Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment. Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the intangible asset is recorded by another department/entity in which case the completed project costs are transferred to that department.

14. Provisions and contingents

14.1. Contingent liabilities

Contingent liabilities are recorded in the notes to

the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably

14.2. Contingent assets

Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department

14.3. Commitments

Commitments are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash

15. Unauthorised expenditure

Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:

- approved by Parliament with funding and the related funds are received; or
- approved by Parliament without funding and is written off against the appropriation in the statement of financial performance; or
- transferred to receivables for recovery.

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

16. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred. Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery. Fruitless and

wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

17. Irregular expenditure

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.

Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery or not condoned and is not recoverable.

Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

18. Prior period errors

In accordance with a contractual agreement and Treasury Regulation 15.10.2.1 (c) prepayments to the value of R20.545 million was made in February / March 2013 to a service provider in respect of ICT infrastructure for the new head office building (Tshedimosetso House). Voted funds were allocated in 2012/13 hence payments were allocated as expenditure (Statement of Financial Performance). Due to services that were not completely rendered by 31 March 2013 the transaction was disclosed under Prepayments and Advances (Balance Sheet). This increased the "Voted funds to be surrendered to the revenue fund" with R20.545 million. The Department surrendered the actual variance between voted funds and expenditure (R43.212 million) while National Treasury deducted a further R20.545 million - the difference between actual amount surrendered to the NRF and disclosed amount to be surrendered due to disclosure in the Balance Sheet. This created a challenge in the Appropriation Statement and cash flows of the Department, hence the restatement as per paragraph 5.2 (Prepayment and advances) of the Departmental Accounting Manual on General Departmental Assets and Liabilities.

Notes to the annual financial statements for the year ended 31 March 2014

1. Annual Appropriation			
	2013/14		2012/13
	Final Appropriation	Actual Funds Received	Appropriation received
	R'000	R'000	R'000
Administration	184,458	184,458	194,340
Content Processing and Dissemination	82,600	82,600	87,840
Intergovernmental Coordination and Stakeholder Management	118,249	118,249	127,282
Communication Service Agency	51,910	51,910	51,519
TOTAL REVENUE	437,217	437,217	460,981

2. Departmental revenue			
	2013/14		2012/13
	Note	R'000	R'000
Sales of goods and services other than capital assets	2.1	237	405
Interest, dividends and rent on land	2.2	79	118
Transactions in financial assets and liabilities	2.3	558	490
Departmental revenue collected		874	1,013
2.1 Sales of goods and services other than capital assets			
Sales of goods and services produced by the department	2	237	405
Sales by market establishment		137	128
Other sales		100	277
Total		237	405

2.2 Interest, dividends and rent on land			
Interest		79	118
Total	2	79	118
2.3 Transactions in financial assets and liabilities			
Other Receipts including Recoverable Revenue		558	490
Total	2	558	490

3. Compensation of employees			
	2013/14		2012/13
	Note	R'000	R'000
3.1 Salaries and Wages			
Basic salary		121,950	118,402
Performance award		2,820	2,316
Service Based		65	208
Compensative/circumstantial		3,637	1,739
Periodic payments		1,617	945
Other non-pensionable allowances		30,642	30,430
Total		160,731	154,040
3.2 Social Contributions			
Employer contributions			
Pension		15,308	14,818
Medical		6,181	6,273
Bargaining council		27	27
Total		21,516	21,118
Total compensation of employees		182,247	175,158
Average number of employees		480	480

4. Goods and services			
	2013/14		2012/13
	Note	R'000	R'000
Administrative fees		578	617
Advertising		12,257	18,147
Minor assets	4.1	5,964	591
Bursaries (employees)		302	372
Catering		1,683	1,772
Communication		14,206	12,475
Computer services	4.2	15,327	15,203
Consultants, contractors agency/outsourced services	4.3	18,585	19,240
Audit cost – external	4.4	2,467	1,860
Fleet services		2,935	-
Consumables	4.5	5,384	7,215
Operating leases		39,437	12,364
Property payments	4.6	6,888	5,197
Rental and hiring		82	-
Travel and subsistence	4.7	19,465	23,349
Venues and facilities		1,661	3,525
Training and development		2,486	3,216
Other operating expenditure	4.8	41,225	41,965
Total		190,932	167,108
4.1 Minor assets			
Tangible assets			
Machinery and equipment		5,964	568
Intangible assets			
		-	23
Total	4	5,964	591
4.2 Computer services			
SITA computer services		11,186	11,086
External computer service providers		4,141	4,117
Total	4	15,327	15,203

4.3 Consultants, contractors and agency/outsourced services			
Business and advisory services	1,306	1,072	
Legal costs	592	3,479	
Contractors	8,557	5,478	
Agency and support/outsourced services	8,130	9,211	
Total	4	18,585	19,240
4.4 Audit cost – External			
Regularity audits	2,467	1,839	
Other audits	-	21	
Total	4	2,467	1,860
4.5 Consumables			
Consumable supplies	1,502	2,326	
Uniform and clothing	61	-	
Household supplies	943	117	
Building material and supplies	171	1,573	
Communication accessories	5	-	
IT Consumables	103	-	
Other consumables	219	636	
Stationery, printing and office supplies	3,882	4,889	
Total	4	5,384	7,215
The amounts under Note 4.5 (Inventory) of the 2012/13 Annual Financial Statements has been reclassified in note 4.5 (Consumables) of the 2013/14 Annual Financial Statements as the Department does not have inventory in accordance with the SCOA classification with effect from 1 April 2013.			
4.6 Property payments			
Municipal services	4,010	2,994	
Property maintenance and repairs	4	121	
Other	2,874	2,082	
Total	4	6,888	5,197

4.7 Travel and subsistence			
Local		18,313	21,477
Foreign		1,152	1,872
Total	4	19,465	23,349
4.8 Other operating expenditure			
Professional bodies, membership and subscription fees		546	418
Resettlement costs		400	385
Other		40,279	41,162
Total	4	41,225	41,965

5. Payments for financial assets			
		2013/14	2012/13
	Note	R'000	R'000
Material losses through criminal conduct		131	23
Theft	5.3	131	23
Other material losses written off	5.1	-	8
Debts written off	5.2	10	1
Total		141	32
5.1 Other material losses written off			
Nature of losses			
Accident with rented vehicles		-	8
Total	5	-	8
5.2 Debts written off			
Nature of debts written off			
Irrecoverable debt		-	1
Debt written-off due to death of officials		10	-
Total	5	10	1

5.3 Details of theft			
Nature of theft			
Loss of assets		129	23
No show		1	-
Missing publications		1	-
Total	5	131	23

6. Transfers and subsidies			
		2013/14	2012/13
	Note	R'000	R'000
Departmental agencies and accounts	Annex 1A	20,837	20,000
Public corporations and private enterprises	Annex 1B	-	61
Households	Annex 1C	789	683
Total		21,626	20,744

7. Expenditure for capital assets			
		2013/14	2012/13
	Note	R'000	R'000
Tangible assets		45,967	54,662
Buildings and other fixed structures		26,224	40,679
Machinery and equipment	27	19,743	13,983
Intangible assets			65
Software	28.1	-	65
Total		45,967	54,727
The following amount has been included as project costs in expenditure for capital assets			
Goods and services		-	2.153
Total		-	2.153

2012/13 Expenditure for capital assets have been restated. In accordance with a contractual agreement and Treasury Regulation 15.10.1.2 (c) prepayments to the value of R20.545 million was made in February/March 2013 to a service provider in respect of ICT infrastructure for the new head office building (Tshedimotsetso House). Voted funds were allocated in 2012/13 hence payments were recorded as expenditure against voted funds. Due to services that were not completely rendered by 31 March 2013 a manual journal was processed before the submission of the 2012/13 annual financial statements to the Auditor-General, hence the transaction was disclosed under Prepayments and Advances in the Balance Sheet. This process increased the "Voted funds to be surrendered to the revenue fund" with R20.545 million. The Department surrendered the actual variance between voted funds and expenditure (R43.212 million) while National Treasury deducted a further R20.545 million on 14 March 2014 - the difference between actual amount surrendered by GCIS to the National Revenue Fund and the disclosed amount to be surrendered in the Balance Sheet. This created a challenge in the Appropriation Statement and cash flows of the Department, hence the restatement as per paragraph 5.2 (Prepayment and advances) of the Departmental Accounting Manual on General Departmental Assets and Liabilities as well as the Generally Recognised Accounting Practice guidelines in respect of the aforementioned chapter. The asset register (Note 28) excludes Buildings and Other fixed structures due to the upgrading of infrastructure that were made in accordance with the SCOA classification of a capital project in respect of the new head office building (Tshedimotsetso House) which is leased from a service provider.

7.1 Analysis of funds utilised to acquire capital assets – 2013/14			
		VOTED FUNDS	TOTAL
	Note	R'000	R'000
Tangible assets		45,967	45,967
Buildings and other fixed structures		26,224	26,224
Machinery and equipment		19,743	19,743
Total		45,967	45,967
7.2 Analysis of funds utilised to acquire capital assets – 2012/13			
Tangible assets		54,662	54,662
Building and other fixed structures		40,679	40,679
Machinery and equipment		13,983	13,983
Intangible assets		65	65
Software		65	65
Total		54,727	54,727

8. Unauthorised Expenditure			
		2013/14	2012/13
	Note	R'000	R'000
8.1 Reconciliation of unauthorised expenditure			
Unauthorised expenditure – current year		3,696	-
Unauthorised expenditure awaiting authorisation / written off		3,696	-
8.2 Analysis of unauthorised expenditure awaiting authorisation per economic classification			
Current		3,696	-
Total		3,696	-
8.3 Analysis of unauthorised expenditure awaiting authorisation per type			
Unauthorised expenditure relating to overspending of the vote or a main division within the vote.		3,696	-
Total		3,696	-

8.4 Details of unauthorised expenditure – current year			
		2013/14	
		R'000	
Incident	Disciplinary steps taken/ criminal proceeding		
Over expenditure of the Vote due to unforeseen expenditure	None – no official can be held accountable		3,696
Total			3,696

9. Cash and cash equivalents			
		2013/14	2012/13
		R'000	R'000
Consolidated Paymaster General Account		129,380	167,076
Disbursements		(7,443)	(15,545)
Cash on hand		82	62
Total		122,019	151,593

Excluded are total payments of R7 588 611 and total receipts of R718 753 in respect of 2013/14 that interfaced in the bank account during the first week of the 2014/15 financial year. The aforementioned amounts relate to various transactions such as advances in respect of media communication campaigns, payments of suppliers, bank charges and personnel supplementary payments.

10. Prepayments and advances

	2013/14	2012/13
	R'000	R'000
Travel and subsistence	12	14
Advances paid	173	93
Total	185	107

2012/13 Prepayments and advances have been restated. In accordance with a contractual agreement and Treasury Regulation 15.10.1.2 (c) prepayments to the value of R20.545 million was made in February/March 2013 to a service provider in respect of ICT infrastructure for the new head office building (Tshedimosetso House). Voted funds were allocated in 2012/13 hence payments were recorded as expenditure against voted funds. Due to services that were not completely rendered by 31 March 2013 a manual journal was processed before the submission of the 2012/13 annual financial statements to the Auditor-General, hence the transaction was disclosed under Prepayments and Advances in the Balance Sheet. This process increased the "Voted funds to be surrendered to the revenue fund" with R20.545 million. The Department surrendered the actual variance between voted funds and expenditure (R43.212 million) while National Treasury deducted a further R20.545 million on 14 March 2014 - the difference between actual amount surrendered by GCIS to the National Revenue Fund and the disclosed amount to be surrendered in the Balance Sheet. This created a challenge in the Appropriation Statement and cash flows of the Department, hence the restatement as per paragraph 5.2 (Prepayment and advances) of the Departmental Accounting Manual on General Departmental Assets and Liabilities as well as the Generally Recognised Accounting Practice guidelines in respect of the aforementioned chapter.

10.1 Advances paid

National departments	173	93
Total	173	93

Annex7A

11. Receivables

	2013/14				2012/13	
	Less than one year	One to three years	Older than 3 years	Total	Total	Total
Note	R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	11.1 Annex4	20,831	-	-	20,831	4,244
Recoverable expenditure	11.2	7	-	-	7	89
Staff debt	11.3	164	201	-	365	38
Other debtors	11.4	7	219	-	226	154
Total		21,009	420	-	21,429	4,525

11.1 Claims recoverable

	2013/14		2012/13	
Note	R'000	R'000	R'000	R'000
National departments		20,674		4,244
Provincial departments		46		-
Public entities		111		-
Total	11	20,831		4,244

11.2 Recoverable expenditure

Disallowance Damages and Losses	7	89
Total	7	89

Water damage occurred during the 4th quarter of 2013/14 in the press room which caused damages to equipment. The matter was reported to the Theft and Losses Committee but the value was not known at the time. It has since emerged that the cost to repair/replace the equipment amount to approximately R70 000. Confirmation was received from the owner of the building that they will repair/replace the damaged equipment.

11.3 Staff debt

	2013/14		2012/13	
Note	R'000	R'000	R'000	R'000
Employees		355		37
Private telephone		10		-
Tax debt		-		1
Total	11	365		38

11.4 Other debtors

Ex-employees		226		154
Total		226		154

12. Voted funds to be surrendered to the Revenue Fund

	2013/14		2012/13	
Note	R'000	R'000	R'000	R'000
Opening balance		43,212		19,475
Transfer from statement of financial performance		(3,696)		43,212
Unauthorised expenditure for current year	8	3,696		-
Paid during the year		(43,212)		(19,475)
Closing balance		-		43,212

2012/13 Voted funds to be surrendered to the revenue fund have been restated. In accordance with a contractual agreement and Treasury Regulation 15.10.1.2 (c) prepayments to the value of R20.545 million was made in February / March 2013 to a service provider in respect of ICT infrastructure for the new head office building (Tshedimosetso House). Voted funds were allocated in 2012/13 hence payments were recorded as expenditure against voted funds. Due to services that were not completely rendered by 31 March 2013 a manual journal was processed before the submission of the 2012/13 annual financial statements to the Auditor-General, hence the transaction was disclosed under Prepayments and Advances in the Balance Sheet. This process increased the "Voted funds to be surrendered to the revenue fund" with R20.545 million. The Department surrendered the actual variance between voted funds and expenditure (R43.212 million) while National Treasury deducted a further R20.545 million on 14 March 2014 - the difference between actual amount

surrendered by GCIS to the National Revenue Fund and the disclosed amount to be surrendered in the Balance Sheet. This created a challenge in the Appropriation Statement and cash flows of the Department, hence the restatement as per paragraph 5.2 (Prepayment and advances) of the Departmental Accounting Manual on General Departmental Assets and Liabilities as well as the Generally Recognised Accounting Practice guidelines in respect of the aforementioned chapter.

13. Departmental revenue to be surrendered to the Revenue Fund

	2013/14		2012/13	
Note	R'000	R'000	R'000	R'000
Opening balance		1		2
Transfer from Statement of Financial Performance		874		1,013
Paid during the year		(862)		(1,014)
Closing balance		13		1

14. Payables – current

	2013/14		2012/13	
Note	R'000	R'000	R'000	R'000
Advances received	14.1	135,170		105,366
Other payables	14.2	137		59
Total		135,307		105,425

14.1 Advances received

National departments	Annex 7B	90,512	92,548
Provincial departments	Annex 7B	5,449	2,751
Public Entities	Annex 7B	39,209	10,067
Total	14	135,170	105,366

14.2 Other payables

Sal: Income Tax		137	56
Sal: Pension Fund		-	3
Total	14	137	59

15. Payables – non-current				
2013/14				2012/13
	One to two years	Total	Total	
Note			R'000	
Advances received	15.1	11,671	11,671	7,442
Total		11,671	11,671	7,442
15.1 Advances received				
National departments	Annex 7B	10,289	4,292	
Public Entities	Annex 7B	1,382	3,150	
Total		11,671	11,671	7,442

16. Net cash flow available from operating activities			
	2013/14	2012/13	
	R'000	R'000	
Net surplus/(deficit) as per Statement of Financial Performance	(2,822)	44,225	
Add back non cash/cash movements not deemed operating activities	14,793	63,969	
(Increase)/decrease in receivables – current	(16,904)	(855)	
(Increase)/decrease in prepayments and advances	(78)	256	
Increase/(decrease) in payables – current	29,882	30,330	
Expenditure on capital assets	45,967	54,727	
Surrenders to Revenue Fund	(44,074)	(20,489)	
Net cash flow generated by operating activities	11,971	108,194	

In accordance with a contractual agreement and Treasury Regulation 15.10.1.2 (c) prepayments to the value of R20.545 million was made in February / March 2013 to a service provider in respect of ICT infrastructure for the new head office building (Tshedimoseiso House). Voted funds were allocated in 2012/13 hence payments were recorded as expenditure against voted funds. Due to services that were not completely rendered by 31 March 2013 a manual journal was processed before the submission of the 2012/13 annual financial statements to the Auditor-General, hence the transaction was disclosed under Prepayments and Advances in the Balance Sheet. This process increased the “Voted funds to be surrendered to the revenue fund” with R20.545 million. The Department surrendered the actual variance between voted funds and expenditure (R43.212 million) while National Treasury deducted a further R20.545 million on 14 March 2014 - the difference between actual amount surrendered by GCIS to the National Revenue Fund and the disclosed amount to be surrendered in the Balance Sheet. This created a challenge in the Appropriation Statement and cash flows of the Department, hence the restatement as per paragraph 5.2 (Prepayment and advances) of the Departmental Accounting Manual on General Departmental Assets and Liabilities as well as the Generally Recognised Accounting Practice guidelines in respect of the aforementioned chapter.

17. Reconciliation of cash and cash equivalents for cash flow purposes		
	2013/14	2012/13
	R'000	R'000
Consolidated Paymaster General account	129,380	167,076
Disbursements	(7,443)	(15,545)
Cash on hand	82	62
Total	122,019	151,593

Excluded are total payments of R7 588 611 and total receipts of R718 753 in respect of 2013/14 that interfaced in the bank account during the first week of the 2014/15 financial year. The aforementioned amounts relate to various transactions such as advances in respect of media communication campaigns, payments of suppliers, bank charges and personnel supplementary payments.

18. Contingent liabilities and contingent assets					
				2013/14	2012/13
				Total	Total
				R'000	R'000
18.1 Contingent liabilities					
Liable to	Nature	Note	R'000	R'000	
Housing loan guarantees	Employees.	Annex 2	157	185	
Intergovernmental payables (unconfirmed balances)		Annex 5	144	-	
Other	Litigation and claim	Annex 3	-	320	
Total			301	505	
There is an unconfirmed balance of an estimated net value of R10 million between GCIS and Statistics South Africa, arising from 2011/12 financial year, which is subject to a court process, the outcome which is unknown. Furthermore, linked to the aforementioned matter, on 28 March 2014, GCIS was served with the High Court papers by one of the parties to the pending legal matter, with an estimated claim of R20 million, involving also Statistics South Africa and the service provider. As a result, GCIS is not in a position to furnish further details until the court case is finalised and the matter brought to a logical conclusion.					
18.2 Contingent assets					
Nature of contingent asset					
Outstanding revenue in respect of the PSM magazine			6,545	-	
Total			6,545	-	
In accordance with a contractual agreement expected revenue for the period 1 July 2012 to 31 March 2014 in respect of the PSM magazine had not been received from the service provider by 31 March 2014. Several meetings were held and written communication is regularly sent to the service provider. National Treasury and the Auditor-General's advice were sought in this matter. It is probable that the service provider is not in a financial position to pay the outstanding revenue to the GCIS.					

19. Commitments				
			2013/14	2012/13
			R'000	R'000
			Note	
Current expenditure			35,743	23,863
Approved and contracted			35,743	23,863
Capital expenditure			479	43,980
Approved and contracted			479	43,980
Total Commitments			36,222	67,843
The value of commitments that are expected to be expensed from GCIS voted funds before the end of the 2014/15 financial year amount to R33.7 million and those beyond 1 year to R2.5 million. Commitments in respect of media communication campaigns of R33.3 million at 31 March 2014 are not funded from GCIS voted funds and therefore not included in the amount above is expected to be finalised before 31 March 2015. 2012/13 Commitments have been restated. Refer to note 30 for details.				

20. Accruals					
				2013/14	2012/13
				R'000	R'000
Listed by economic classification	30 Days	30+ Days	Total	Total	
Goods and services	3,732	2,840	6,572	6,554	
Capital assets	-	-	-	336	
Other	-	-	-	10	
Total	3,732	2,840	6,572	6,900	

Listed by Programme level	2013/14	2012/13
1 Administration	1,455	2,525
2 Content Processing and Dissemination	1,491	773
3 Intergovernmental Coordination and Stakeholder Management	1,804	2,080
4 Communication Service Agency	1,822	1,522
Total	6,572	6,900

2013/14 Accruals in respect of media communication campaigns that are not funded by GCIS voted funds and therefore not included above amount to R29 915 312.50 by 31 March 2014. 2012/13 Accruals have been restated. Refer to note 30 for details.

21. Employee benefits			
	2013/14	2012/13	
	Note	R'000	R'000
Leave entitlement		6,916	5,934
Service bonus (Thirteenth cheque)		4,904	4,799
Performance awards		3,002	2,317
Capped leave commitments		4,839	4,652
Total		19,661	17,702

Negative leave credits at 31 March 2014 amount to R176 263

22. Lease commitments				
	2013/14	Buildings and other fixed structures	Machinery and equipment	Total
22.1 Operating leases expenditure				
Not later than 1 year	37,826	968		38,794
Later than 1 year and not later than 5 years	139,205	726		139,931
Total lease commitments	177,031	1,694		178,725

The majority of office lease commitments are in respect of the head office building (Tshedimosetso House). Other office accommodation leases include the 9 provincial offices as well as TSCs. There were 25 office accommodation leases on a month-to-month basis at 31 March 2014.

	2012/13	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year		30,123	1,064	31,187
Later than 1 year and not later than 5 years		176,223	1,232	177,455
Total lease commitments		206,346	2,296	208,642

The majority of office lease commitments are in respect of the head office building (Tshedimosetso House). Other office accommodation leases include the 9 provincial offices as well as TSCs. There were 31 office accommodation leases on a month-to-month basis at 31 March 2013. 2012/13 Lease Commitments have been restated. Refer to note 30 for details.

23. Accrued departmental revenue			
	2013/14	2012/13	
	Note	R'000	R'000
Sales of goods and services other than capital assets		-	2,515
Total		-	2,515

23.1 Analysis of accrued departmental revenue			
	2013/14	2012/13	
	Note	R'000	R'000
Opening balance		2,515	-
Less: amounts received		-	-
Add / (Less): amounts recognised / (derecognised)		(2,515)	2,515
Closing balance	23	-	2,515

24. Irregular expenditure			
	2013/14	2012/13	
	Note	R'000	R'000
24.1 Reconciliation of irregular expenditure			
Opening balance		-	2
Add: Irregular expenditure: current year		334	-
Less: Amounts condoned		-	(2)
Irregular expenditure awaiting condonation		334	-
Analysis of awaiting condonement per age classification			
Current		334	-
Total		334	-

			2013/14
			R'000
24.2 Details of irregular expenditure – current year			
Incident	Disciplinary steps taken/ criminal proceeding		
Three quotations not obtained in respect of transversal contract	None		305
The Department entered into business with a prohibited supplier	None		29
Total			334

25. Fruitless and wasteful expenditure			
	2013/14	2012/13	
	Note	R'000	R'000
25.1 Reconciliation of irregular expenditure			
Opening balance		-	-
Fruitless and wasteful expenditure: current year		3	-
Fruitless and wasteful expenditure awaiting resolution		3	-

25.2 Reconciliation of irregular expenditure		
	2013/14	2012/13
	R'000	R'000
Current	3	-
Total	3	-

25.3 Analysis of current year's fruitless and wasteful expenditure		
Incident	Disciplinary steps taken/ criminal proceeding	2013/14
		R'000
"No show" - transport cost	None	1
Competitive price not obtained for photocopy paper	None	2
Total		3

26. Related party transactions			
	2013/14	2012/13	
	Note	R'000	R'000
Payments made			
Goods and services		-	35
Total		-	35
Year end balances arising from advances received			
Payables to related parties	Annex 6B	-	591
Total		-	591

For disclosure purposes of transactions, related parties to Government Communication and Information System that report to the same executive authority until 31 March 2014 are The Presidency, Department of Performance Monitoring and Evaluation as well as the Media Development and Diversity Agency, Brand South Africa and the National Youth Development Agency. During 2013/14 GCIS received inter-entity advances of approximately R2.321 million from related parties in addition to opening balances of R2.041 million. Expenditure amounts to R4.362 million. This resulted in a zero balance between GCIS and related parties. One of the senior managers of GCIS has

been seconded to The Presidency with effect from 15 January 2014. Monthly claims that were submitted in 2013/14 to The Presidency amount to approximately R75 000 per month. The estimated monthly claim in 2014/15 will amount to approximately R80 000. 46 non-monetary services relating to design, layout, editing and proofreading of articles, as well as photography and video services were done for The Presidency on request. Non-monetary services were also rendered to Brand South Africa and the Media Development and Diversity Agency (MDDA) in the form of photography and video coverage. GCIS accompanies the President and Deputy-President when traveling for purposes of video and photographic footage. Subsistence and travel expenditure incurred by GCIS employees relating to this arrangement amount to approximately R520 000 in 2013/14 and paid from GCIS voted funds. No transactions occurred between Government Communication and Information System and the National Youth Development Agency in 2013/14.

27. Key management personnel

	2013/14	2012/13	
	No. of Individuals	R'000	R'000
Officials:			
Level 15 to 16	6	7,362	6,108
Level 14 (incl. CFO if at a lower level)	14	10,687	12,703
Total		18,049	18,811

28. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Opening balance	Current Year Adjust-ments to prior year balances	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	47,548	(26)	27,935	7,435	68,022
Transport assets	266	-	-	-	266

Computer equipment	26,868	171	1,392	1,673	26,758
Furniture and office equipment	11,349	(225)	10,604	4,735	16,993
Other machinery and equipment	9,065	28	15,939	1,027	24,005
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	47,548	(26)	27,935	7,435	68,022

In the process of acquiring Tshedimoseitso House (new head office building) GCIS received requests from 2 national departments to take over the old furniture and equipment that were used in the old building. Furniture and equipment was transferred to the Department of Higher Education and Department of Energy in 2013/14. The asset register excludes Buildings and Other fixed structures as reflected in Note 7 (Capital assets) due to the upgrading of infrastructure that were made in accordance with the SCOA classification of a capital project in respect of the new head office building (Tshedimoseitso House) which is leased from a service provider.

28.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Cash	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	19,743	8,192	27,935
Computer equipment	1,392	-	1,392
Furniture and office equipment	10,552	52	10,604
Other machinery and equipment	7,799	8,140	15,939
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	19,743	8,192	27,935

28.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Transfer out or destroyed or scrapped	Total disposals
	R'000	R'000
MACHINERY AND EQUIPMENT	7,435	7,435
Computer equipment	1,673	1,673
Furniture and office equipment	4,735	4,735
Other machinery and equipment	1,027	1,027
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	7,435	7,435

28.3 Movement for 2012/13

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2013

	Opening balance	Current Year Adjust-ments to prior year balances	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	43,994	(86)	5,499	1,859	47,548
Transport assets	266	-	-	-	266
Computer equipment	25,050	3	3,369	1,554	26,868
Furniture and office equipment	11,073	-	513	237	11,349
Other machinery and equipment	7,605	(89)	1,617	68	9,065
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	43,994	(86)	5,499	1,859	47,548

28.4 Minor assets

MOVEMENT IN MINOR ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014

	Intangible assets	Machinery and equipment	Total
	R'000	R'000	R'000
Opening balance	279	9,832	10,111
Current year adjustments to prior year balances	(191)	(103)	(294)
Additions	16	5,965	5,981
Disposals	25	3,099	3,124
TOTAL MINOR ASSETS	79	12,595	12,674
Number of R1 minor assets	6	95	101
Number of minor assets at cost	52	6,685	6,737
TOTAL MINOR ASSETS	58	6,780	6,838

Minor assets

MOVEMENT IN MINOR ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2013

Opening balance	257	9,653	9,910
Current year adjustments to prior year balances	-	(13)	(13)
Additions	23	568	591
Disposals	1	376	377
TOTAL MINOR ASSETS	279	9,832	10,111
Number of R1 minor assets	5	2,550	2,555
Number of minor assets at cost	166	6,724	6,890
TOTAL MINOR ASSETS	171	9,274	9,445

29. Intangible Capital Assets					
MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2014					
	Opening balance	Current Year Adjustments to prior year balances	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	1,923	(1,099)	-	-	824
TOTAL INTANGIBLE CAPITAL ASSETS	1,923	(1,099)	-	-	824

29.1 Movement for 2012/13

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2013					
	Opening balance	Current Year Adjustments to prior year balances	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	2,091	(143)	25	50	1,923
TOTAL INTANGIBLE CAPITAL ASSETS	2,091	(143)	25	50	1,923

30. Prior period errors		2012/13
	Note	R'000
30.1 Correction of prior period error for secondary information		
The comparative amounts in Note 19 were restated as follows:		
Current expenditure		
Approved and contracted		553
Net effect on the note		553
The comparative amounts in Note 20 were restated as follows:		
Listed by economic classification		
Goods and services		863
Net effect on the note		863
The comparative amounts in Note 22 were restated as follows:		
Operating lease commitments		
Not later than 1 year		(1,423)
Later than 1 year and not later than 5 years		47,755
Net effect on the note		46,332
Note 19 (Commitments), note 20 (Accruals) and note 22 (Operating lease commitments) have been restated. The 2012/13 accruals have been restated to include payments in respect of subsidised vehicles, cellphone allowances, telephone expenditure and GG-transport that became due at 31 March 2013 after the rendering of services. Payments were made in April 2013. The 2012/13 commitments are restated with the inclusion of allowances owed to owners of subsidised vehicles in accordance with contractual obligations. The remaining periods of the subsidised vehicle contracts vary between 1 - 48 months. The 2012/13 operating lease commitments in respect of Buildings and other fixed structures are restated to include the cost of the 5th year.		

ANNEXURE 1A STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS							
DEPARTMENT/ AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2012/13
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
MDDA	20,790	-	-	20,790	20,790	100%	20,000
SABC	19	-	28	47	47	100%	-
Total	20,809	-	28	20,837	20,837	100%	20,000

ANNEXURE 1B STATEMENT OF TRANSFERS / SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES									
NAME OF PUBLIC CORPORATION / PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2012/13
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Capital	Current	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Public Corporations									
Transfers									
SABC	-	-	-	-	-	-	-	-	61
Total	-	-	-	-	-	-	-	-	61

ANNEXURE 1C STATEMENT OF TRANSFERS TO HOUSEHOLDS							
HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2012/13
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
Transfers							
Leave gratuity due to death of officials	17	-	-	17	17	100%	-
Leave gratuity due to retirement of officials	96	-	257	353	353	100%	276
Leave discounting	206	-	214	420	419	100%	407
Total	319	-	471	790	789	100%	683

ANNEXURE 1D			
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED			
NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2013/14	2012/13
		R'000	R'000
Received in cash			
2013/14			
Bongani Rainmaker	Sponsorship for GCIS Golf day	100	-
Phakisa World Fleet	Sponsorship for GCIS Golf day	50	-
Primedia Outdoor	Sponsorship for GCIS Golf day	30	-
POST Office	Sponsorship for GCIS Golf day	350	-
State Information Technology Agency	Sponsorship for GCIS Golf day	100	-
Cell C	Sponsorship for GCIS Golf day	50	-
Caxton Look Local	Sponsorship for GCIS Golf day	50	-
Caxton NAB	Sponsorship for GCIS Golf day	45	-
Caxton Get It Mag	Sponsorship for GCIS Golf day	50	-
Provantage	Sponsorship for GCIS Golf day	25	-
Outdoor Smart	Sponsorship for GCIS Golf day	25	-
Blue Label Telecons	Sponsorship for GCIS Golf day	30	-
Brand South Africa	Sponsorship for GCIS Golf day	77	-
The Inc	Sponsorship for GCIS Golf day	25	-
Oasis Outdoor	Sponsorship for GCIS Golf day	50	-
Alive Advertising	Sponsorship for GCIS Golf day	50	-
Sun International	Sponsorship for GCIS Golf day	25	-
Times Media	Sponsorship for GCIS Golf day	25	-
Growthpoint	5 Bottles wine	1	-
Media 24	2 tickets for rugby test	1	-
Brand South Africa	Leather laptop bag	4	-
Quest Research	7 Key holders, pens and card holder	1	-
Citizen Surveys	9 Ladies wallets, 1 hand bag and 1 clutch bag	6	-
SABC	Metro FM Awards	4	-
CSO	2 Complimentary tickets	22	-

2012/13			
MTN	Tickets and accommodation – Sa Music Awards (SAMA)	-	7
Panorama reports	Life: Planet Earth DVD (9 Set)	-	1
MTN	Flight ticket – Super Sport Shootout	-	5
Primeoutdoor	Flight ticket, accommodation and meals – Durban July	-	9
South African Breweries	Flight ticket, accommodation and meals – Limpopo	-	26
Primeoutdoor	Flight ticket, accommodation and meals - Durban	-	7
Jacaranda FM	2 X Rugby Match Tickets (SA vs Australia – Loftus stadium)	-	1
Growth Point Properties	3 x Nikon Binoculars and 3 x bottles of Johnny Walker Green	-	4
Aspigon Training Solution	Compaq Laptop	-	5
Mangwanani Spa	Half Day Spa Packages for 2 – Midweek afternoon session	-	2
Caxton	GCIS year-end function	-	5
Sound fusion	12 hours free broadcast	-	-
TOTAL		1,196	72

ANNEXURE 1E		
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE AND REMISSIONS, REFUNDS AND PAYMENTS MADE AS AN ACT OF GRACE		
NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2013/14	2012/13
	R'000	R'000
Made in kind (2013/14) Computer equipment (9 CPUs, 8 monitors, 1 laptop, 1 docking station). Office equipment (1 labelling machine, 1 fax machine, 1 scanner, 2 stand office machine, 1 electronic whiteboard). Office furniture (95 chairs, 7 workstations, 1 office table, 3 coffee tables, 2 credenzas, 8 trolleys, 19 couches, 3 coat hangers, 7 clothing lockers, 1 cabinet storage, 2 whiteboards, 4 flip charts, 2 table stands, 4 cupboard storages). Kitchen appliances (1 icemaker, 1 fridge, 1 trolley – food and tea conveyer). Audio visual equipment (1 tape recorder, 4 microphones, 2 microphone stands, 7 TVs, 2 loudspeakers, 1 video recoder, 1 SANSUI CD Player). Photographic equipment (3 aluminium cases, 6 tripods, 1 photographic light, 4 battery cameras and 1 adapter).		
The following were recipients of the above items: Hendrick Makapan High School, Kingdom Life Children's Centre, Katakane Primary School, Tshwane TV, Mamelodi FM, Sikhuphi Multimedia and Mpumalanga Provincial Government, Defence TV, Sikuphi Multimedia and Mpumalanga Premier's Office.		

<p>Made in kind (2012/13) Computer Equipment (35 Computer CPUs, 39 Monitor Dell, 3 Laptops, 2 Docking station) Officer Equipment (4 Scanners, 5 Fax Machine, 7 Printers, 2 Proxima) Officer Furniture (1 Vacuum cleaner, 54 Chairs, 3 Stand office machine, 2 Fry pan, 3 Food warmer, 1 Urn, 3 Stoves, 3 stand newspaper, 9 Cabinet, 1 Flip chart, 5 tables). 5 Rack, 8 Desk workstation, 2 Bookcase, 1 Cupboard storage, 3 Shelf storage, 2 Safe fire resistance, 3 couch, 1 Fridge, 2 whiteboard Audio Visual Equipment (3 Tape Recorders, 10 TVs, 2 VCR, 2 DVD Player)</p>		
<p>The following were recipients of the above items: Pretoria H. School, Giant Agitation Youth Development, Leratong Day Care, Ubuntu Rural Woment and Youth Movement, Khayelitsha Museum, Njeyeza S-School, Breyten Thusong Service Xentre, Nelsville Combined School, SonwabileP. School, Imbasa Public School, Ratau Makgane P. School Malakeng- Seretole P. School, Mthombolwazi Day Care, Thokoza Progressive youth Organisation, Mpebe P. School, Dira-o-Direlwe, Raktseer Homebased Care, Katakane P. School, Mpebatho P. School, Thululwazi TSC, Wondefontein TSC, Marapyane Telecentre, Hendrick Makapan High School</p>		
Total	-	-

ANNEXURE 2									
STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2014 – LOCAL									
Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2013	Guarantees drawdowns during the year	Guarantees repayments/ cancelled/ reduced/ released during the year	Revaluations	Closing balance 31 March 2014	Guaranteed interest for year ended 31 March 2014	Realised losses not recoverable i.e. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Standard Bank	Thlabi NR	50	10	-	10	-	-	-	-
Old Mutual	Phahlane NE	103	20	-	-	-	20	-	-
VBS Mutual Bank	Mlondobozi MM	89	18	-	18	-	-	-	-
Standard Bank	Motha NE	370	74	-	-	-	74	-	-
NP Development Corporation Ltd	Ndlovu CM	498	63	-	-	-	63	-	-
	Total	1,110	185	-	28	-	157	-	-

ANNEXURE 3					
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2014					
Nature of liability	Opening balance 1 April 2013	Liabilities incurred during the year	Liabilities paid / cancelled / reduced / during the year	Liabilities recoverable	Closing balance 31 March 2014
	R'000	R'000	R'000	R'000	R'000
Internal disciplinary hearing	200	573	(773)	-	-
Investigation of qualifications and possible disciplinary hearing of SMS employee	120	216	(336)	-	-
Total	320	789	(1,109)	-	-

Note:
In respect of the internal disciplinary hearing the matter was finalised by 31 March 2014, however, the accused employee has referred the matter to the Labour Court for review, hence further costs may incur but is unknown at year-end.

ANNEXURE 4									
CLAIMS RECOVERABLE									
Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year-end 2013/14		
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013	Receipt date	Amount	
	R'000	R'000	R'000	R'000	R'000	R'000		R'000	
NATIONAL / PROVINCIAL DEPARTMENTS									
Agriculture, Forestry and Fisheries	-	-	-	3,205	-	3,205	-	-	
International Relations and Cooperation	-	-	-	253	-	253	-	-	
Labour	-	-	-	456	-	456	-	-	
National Treasury	-	-	20,545	-	20,545	-	-	-	
The Presidency	75	-	-	-	75	-	3 April 2014	75	
Public Works	-	-	-	73	-	73	-	-	
South African Police Service	-	-	5	-	5	-	-	-	
Tourism	-	-	49	-	49	-	-	-	
Water Affairs	-	21	-	-	-	21	-	-	
Mpumalanga Provincial Government: Education	-	-	46	-	46	-	-	-	
Sub-total	75	21	20,645	3,987	20,720	4,008	-	75	

OTHER GOVERNMENT ENTITIES						
National Gambling Board	-	-	-	14	-	14
Post Bank	-	-	91	-	91	-
Public Service Sector Education and Training Authority	20	-	-	-	20	-
Unemployment Insurance Fund	-	-	-	222	-	222
Sub-total	20	-	91	236	111	236
TOTAL	95	21	20,736	4,223	20,831	4,244

ANNEXURE 5 INTERGOVERNMENT PAYABLES						
Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
	R'000	R'000	R'000	R'000	R'000	R'000
PROVINCIAL DEPARTMENTS						
Current						
Western Cape Provincial Government						
Department of the Premier	-	-	7	-	7	-
Subtotal	-	-	7	-	7	-
Total Provincial Departments	-	-	7	-	7	-
Other Government Entity						
Current						
South African Revenue Service	-	-	137	56	137	56
Government Employees Pension Fund	-	-	-	3	-	3
Sub-total	-	-	137	59	137	59
Total Other Government Entities	-	-	137	59	137	59
TOTAL INTERGOVERNMENTAL	-	-	144	59	144	59

ANNEXURE 6A MOVEMENT IN CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2014			
	Opening balance	Current year Capital WIP	Closing balance
	R'000	R'000	R'000
Total Other Government Entities	48,871	48,871	-
Western Cape Provincial Government	48,871	48,871	-
Subtotal	48,871	48,871	-

ANNEXURE 7A INTER-ENTITY ADVANCES PAID						
Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
	R'000	R'000	R'000	R'000	R'000	R'000
NATIONAL DEPARTMENT						
International Relations and Cooperation	-	-	173	93	173	93
TOTAL	-	-	173	93	173	93

ANNEXURE 7B INTER-ENTITY ADVANCES RECEIVED						
Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
	R'000	R'000	R'000	R'000	R'000	R'000
NATIONAL DEPARTMENTS						
Current						
Agriculture, Forestry and Fisheries	-	-	968	1,321	968	1,321
Arts and Culture	-	-	177	-	177	-

Basic Education	-	-	2,735	1,370	2,735	1,370
Correctional Services	-	-	11,568	38	11,568	38
Public Service and Administration	885	-	-	5,698	885	5,698
Economic Development	-	-	-	10,078	-	10,078
Energy	-	-	24	-	24	-
Environmental Affairs	-	-	10,164	-	10,164	-
Health	-	-	3,345	17,821	3,345	17,821
Higher Education	-	-	3,322	5,241	3,322	5,241
Home Affairs	-	-	4,479	1,834	4,479	1,834
Human Settlements	8,475	-	-	11,571	8,475	11,571
Justice and Constitutional Development	5,088	6,698	-	-	5,088	6,698
Labour	-	-	1,623	3,947	1,623	3,947
Military Veterans	-	-	6,814	732	6,814	732
Mineral Resources	-	-	1,183	-	1,183	-
Performance Monitoring & Evaluation	-	-	-	464	-	464
The Presidency	-	-	-	127	-	127
Public Works	-	-	209	1,072	209	1,072
Rural Development and Land Reform	-	-	3,789	1,455	3,789	1,455
South African Police Service	-	-	10,229	1,077	10,229	1,077
Social Development	-	-	1,550	866	1,550	866
Statistics South Africa	-	-	51	-	51	-
Tourism	-	-	1,757	-	1,757	-
Transport	1,760	-	-	72	1,760	72
Water Affairs	10,317	6,557	-	-	10,317	6,557
Sub-Total	26,525	13,255	63,987	64,784	90,512	78,039

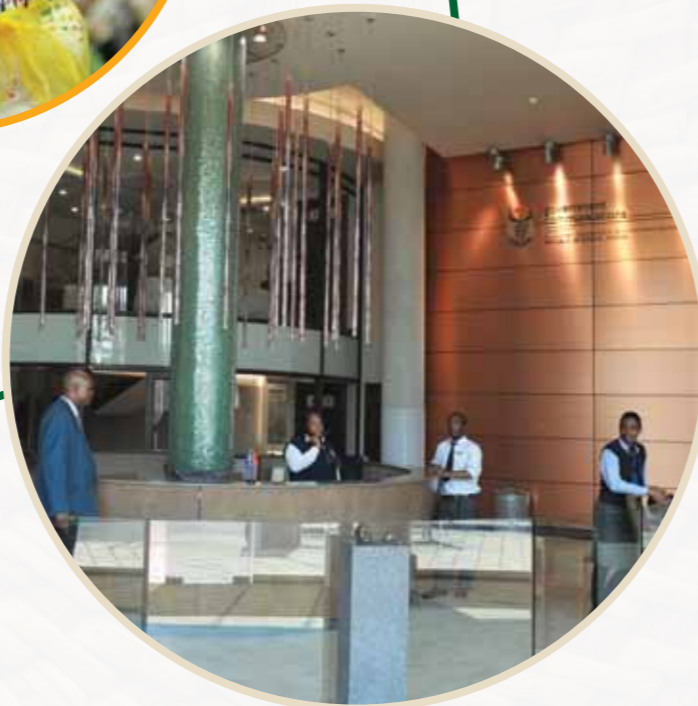
There is an unconfirmed balance of an estimated net value of R10 million between GCIS and Statistics South Africa, arising from 2011/12 financial year, which is subject to a court process, the outcome which is unknown. Furthermore, linked to the aforementioned matter, on 28 March 2014, GCIS was served with the High Court papers by one of the parties to the pending legal matter, with an estimated claim of R20 million, involving also Statistics South Africa and the service provider. As a result, GCIS is not in a position to furnish further details until the court case is finalised and the matter brought to a logical conclusion.

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
	R'000	R'000	R'000	R'000	R'000	R'000
NATIONAL DEPARTMENTS						
Non-Current						
Agriculture, Forestry and Fisheries	-	-	146	-	146	-
Public Service and Administration	-	-	-	194	-	194
Health	-	-	5,211	-	5,211	-
Home Affairs	-	-	517	478	517	478
Human Settlements	-	-	-	1,027	-	1,027
Justice and Constitutional Development	3,249	-	-	-	3,249	-
Labour	-	-	12	265	12	265
Rural Development and Land Reform	-	-	75	1,200	75	1,200
South African Police Service	-	-	78	-	78	-
Social Development	-	-	213	-	213	-
Statistics South Africa	-	-	788	1,031	788	1,031
Tourism	-	-	-	34	-	34
Sub-Total	3,249	-	7,040	4,229	10,289	4,229
PROVINCIAL DEPARTMENTS						
Current						
Eastern Cape: Office of the Premier	-	1,142	2,913	-	2,913	1,142
Kwazulu-Natal: Office of the Premier	-	-	-	208	-	208
North West: Agriculture	-	-	-	180	-	180
North West: Finance	70	-	-	-	70	-
North West: Office of the Premier	-	-	2,465	1,221	2,465	1,221
Sub-Total	70	1,142	5,378	1,609	5,448	2,751

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2014	31/03/2013	31/03/2014	31/03/2013	31/03/2014	31/03/2013
	R'000	R'000	R'000	R'000	R'000	R'000
PUBLIC ENTITIES						
Current						
Auditor-General	-	-	114	100	114	100
Centre for Education Policy Development	-	-	1,222	-	1,222	-
Compensation Fund	-	-	12,577	14,509	12,577	14,509
Education, Training and Development Practices Sector Education and Training Authorities	-	-	129	-	129	-
Independent Police Investigative Directorate	-	-	1,603	-	1,603	-
Marine Loving Resources Fund	-	-	213	-	213	-
Municipal Demarcation Board	-	-	-	29	-	29
National Development Agency	-	-	-	56	-	56
National Housing Finance Co-operation	-	-	-	2	-	2
National Prosecuting Authority	-	808	8,861	-	8,861	808
National Student Financial Aid Scheme	-	-	-	571	-	571
Public Protector	2	-	-	81	2	81
Road Accident Fund	-	-	1,934	-	1,934	-
Road Traffic Management Co-operation	-	-	-	574	-	574
South Africa Social Security Agency	-	-	-	1,907	-	1,907
Small Enterprise Development Agency	-	-	-	647	-	647
South African Revenue Services	-	-	89	-	89	-
The Innovation Hub	-	6	-	-	-	6
Transnet	-	-	25	-	25	-
Unemployment Insurance Fund	-	-	12,441	5,286	12,441	5,286
Sub-Total	2	814	39,208	23,762	39,210	24,576

Non-Current						
National Student Financial Aid Scheme	-	-	284	-	284	-
Palama	-	-	804	1,357	804	1,357
Unemployment Insurance Fund	-	-	294	1,793	294	1,793
Public Protector	1	-	-	-	1	-
Sub-Total	1	-	1,382	3,150	1,383	3,150
TOTAL	29,847	15,211	116,995	97,534	146,842	112,745
Current	26,597	15,211	108,573	90,155	135,170	105,366
Non-current	3,250	-	8,422	7,379	11,672	7,379

PART F: APPENDIX



CONTACT DETAILS

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Parliamentary Liaison Office (Cape Town)

Ms Liezel Cerf

Director: Parliamentary Services

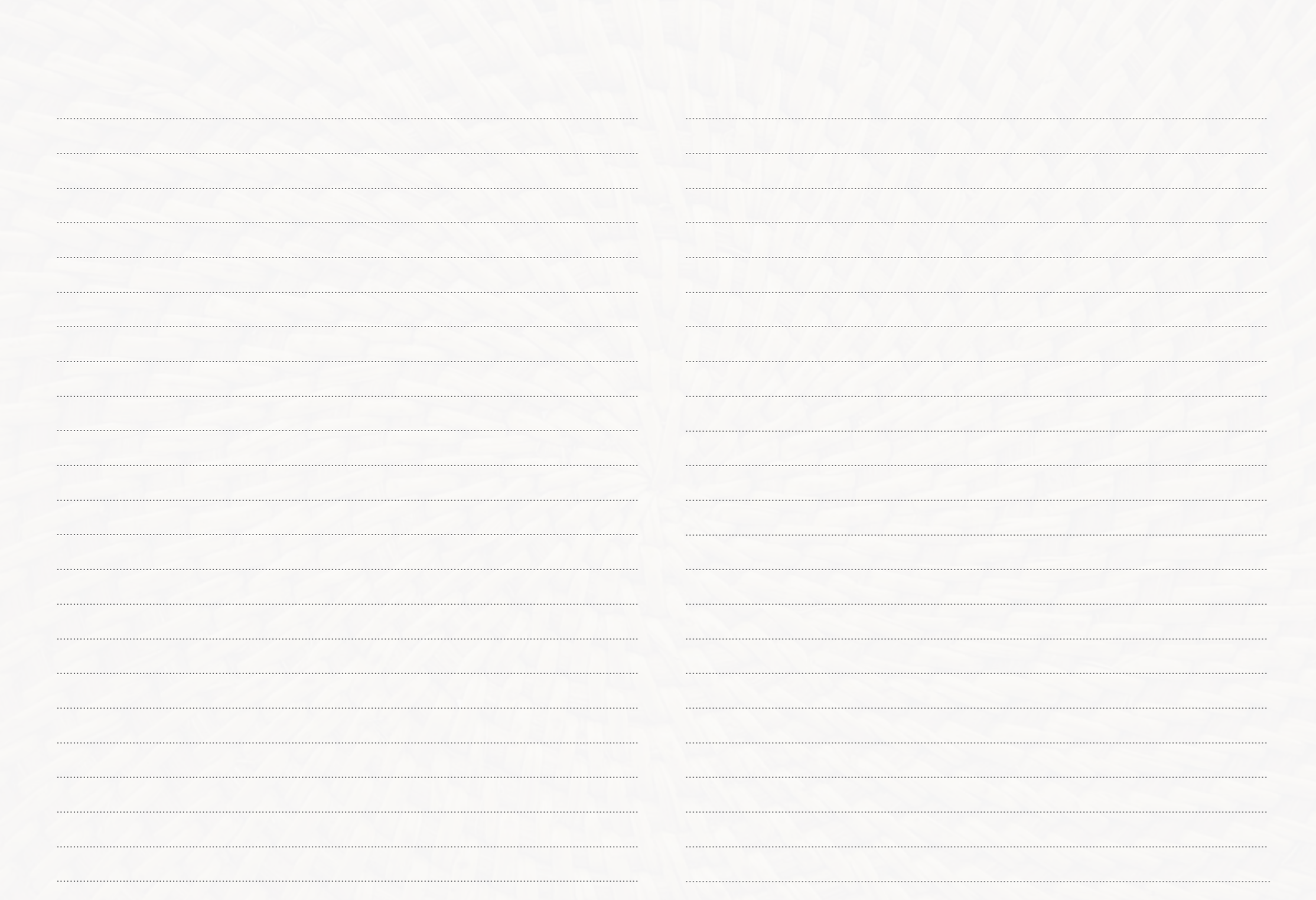
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Tel: 021 461 8146 | Fax: 021 461 1446

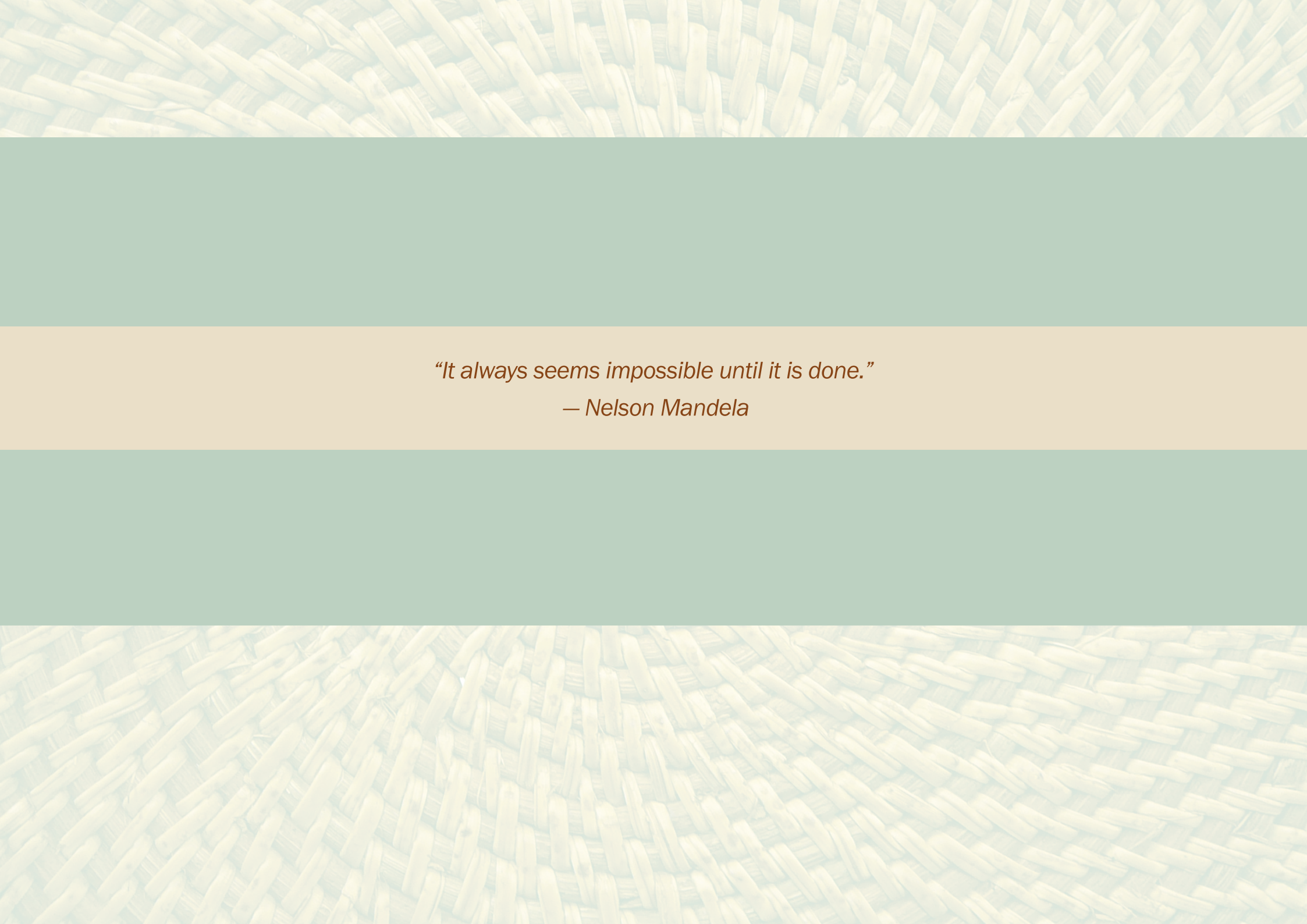
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*“It always seems impossible until it is done.”
— Nelson Mandela*

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