

**Government Communication and Information System**  
Annual Report  
2011/12

GOVERNMENT COMMUNICATION AS SERVICE DELIVERY

## Submission of the Annual Report to the Minister

### Government Communication and Information System Annual Report 2011/12

**Minister in The Presidency: Performance Monitoring, Evaluation and Administration, Mr Collins Chabane:**

I have the honour of submitting to you, in accordance with the Public Finance Management Act, 1999, the Annual Report of the Government Communication and Information System for the period 1 April 2011 to 31 March 2012.



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**Phumla Williams**

Acting Chief Executive Officer and Accounting Officer

Date of submission: 26 August 2012

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# 1. GENERAL INFORMATION

## 1.1 Vision

The pulse of communication excellence in government.<sup>1</sup>

## 1.2 Mission

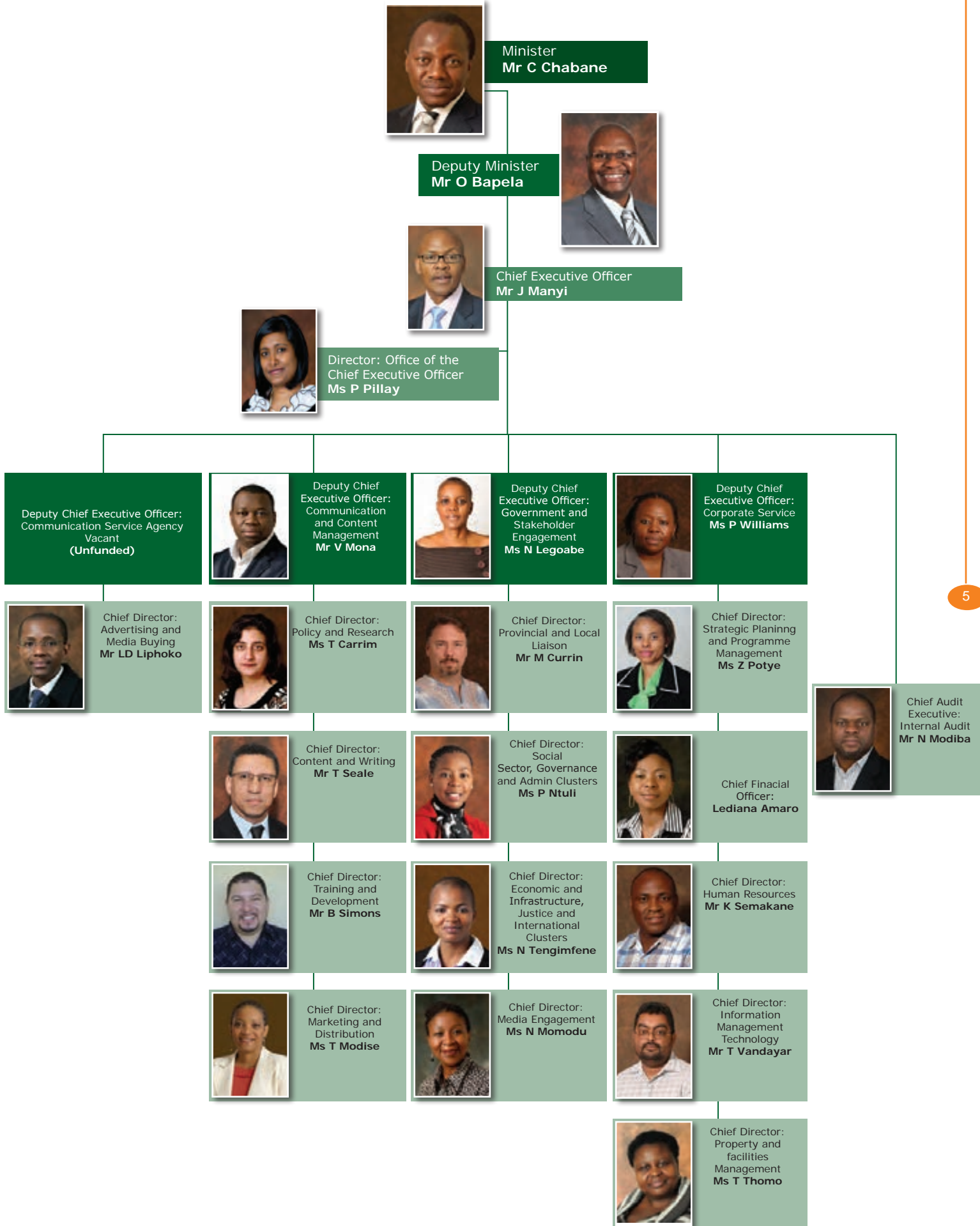
Lead the strategic communication of government, ensure coherence of message, and open and extend channels of communication between government and the people, towards a shared vision.

## 1.3 Values

| Value                            | Meaning and behaviour  |
|----------------------------------|--|
| <b>Professionalism</b>           | <ul style="list-style-type: none"> <li>Our organisation strives to operate at all times with the highest level of professionalism in all business dealings.</li> <li>Professionalism is a valued quality that comprises friendly, polite and business-like characteristics. It drives a person's appearance, personality and professional interactions, providing others with a lasting first impression.</li> <li>We must demonstrate professionalism by adhering to courtesy, honesty and responsibility when dealing with clients and portraying the organisational image and integrity.</li> <li>We must demonstrate a level of excellence that goes beyond our normal work and official requirements.</li> </ul>                      |
| <b>Diversity</b>                 | <ul style="list-style-type: none"> <li>We understand that each person is unique, recognising and respecting our individual differences. These include race, ethnicity, gender, age, religious beliefs, socio-economic status and ideologies.</li> <li>We will promote a safe, positive and nurturing environment for everyone.</li> <li>We understand each other, embracing and celebrating the rich dimensions of diversity each individual brings. Therefore, we embrace the variety of people within the organisation and among members of the public. The diversity of our employees is a strength we harness by giving them the freedom to express themselves freely, thereby contributing towards democracy and equality.</li> </ul> |
| <b>Openness and transparency</b> | <ul style="list-style-type: none"> <li>We are open in all our communication and accountable and responsible for our actions.</li> <li>We value transparency and being straightforward and genuine in all our dealings with people.</li> <li>We provide our colleagues and clients access to accurate, relevant and timely information.</li> <li>We recognise that transparency and accountability are essential to good governance.</li> </ul>   |
| <b>Innovation</b>                | <ul style="list-style-type: none"> <li>We strive to be receptive to new ideas, thoughts and approaches. We strive to think beyond the norm.</li> <li>We often attend to problems and issues that others are unable or unwilling to address on their own.</li> </ul>  |
| <b>Honesty and integrity</b>     | <ul style="list-style-type: none"> <li>We exercise honesty in all our business dealings and strive to protect the integrity of the organisation.</li> <li>We commit to the actions we take to achieve the best possible outcomes for our clients.</li> <li>We strive for equity, fairness and good ethics in decision-making and in the treatment of one another.</li> <li>We honour our commitments. Honesty and integrity build a foundation for trust.</li> </ul>   |

<sup>1</sup> During the year under review, the vision changed from "government communication that empowers and encourages citizens to participate in democracy and improve the lives of all".

# 1.4 GCIS ORGANISATIONAL STRUCTURE



\* Subsequent to financial year end, the CEO's contract came to an end.

## 1.5 Legislative mandate

The Government Communication and Information System (GCIS) was formally established in terms of Section 239 of the Constitution and as a strategic unit in The Presidency in terms of Section 7 of the Public Service Act (1994). The organisation is mandated to coordinate, guide and advise on government communication, including media liaison, development communication and marketing. The core mission is to achieve integrated, coordinated and clear communication between government and South African citizens to enable them to be involved in the country's transformation.

The work of GCIS is further informed by other legislative mandates, and related government policies and directives, including:

- The Constitution of the Republic of South Africa, 1996
- The Public Finance Management Act (PFMA) (1999), as amended
- International bilateral and multilateral agreements
- The Medium Term Strategic Framework.

## 1.6 Public entities reporting to GCIS



The Media Development and Diversity Agency (MDDA) ensures an enabling environment for continued media diversification, giving people from all demographic groups in South Africa a chance to participate in public discourse. The agency was established in terms of the MDDA Act, 2002, and reports to GCIS.



The International Marketing Council (now Brand South Africa) develops and implements an international marketing and communication strategy for South Africa to contribute to job creation and poverty reduction, and to attract investment, trade and tourism.

During the course of the reporting period, the entity's reporting lines changed to The Presidency. The budget transfers were done up to the end of September 2011, after which the budget was transferred to The Presidency.

## 1.7 Statement by the Ministry

I am pleased to present the 2011/12 Annual Report of GCIS.

### Governance



GCIS continues to adhere to sound financial management, as stipulated in the PFMA, 1999 and National Treasury Regulations. To ensure that GCIS maintains sound financial governance that is client-focused and responsive to the environment, financial policies are reviewed annually to ensure compliance with the PFMA.

It is encouraging to note that, once again, GCIS has attained an unqualified audit in the year under review and that no material irregular expenditure has been incurred. Of the allocated budget of R441 943 million; R421 222 million (95,3%) was spent, resulting in underspending of R20 722 million – or 4,7% – as a result of delays in the construction of the new GCIS head office building.

### Operations

Other than the areas that were affected by the lack of funding, the GCIS largely met and exceeded its objectives, as stated in the Annual Performance Plan 2011/12. It is noteworthy to mention that, during the year under review, GCIS was successful in consolidating media bulk buying, resulting in government-wide savings, efficiencies and more objective media placing.

The collaboration between GCIS and the MDDA ensured that greater participation of community media (electronic and print) was achieved. The milieu of communication platforms at GCIS provided government with unmediated communication opportunities. During the year under review, Brand South Africa was repositioned within The Presidency, resulting in a net decrease of R54,5 million during the adjusted Estimates of National Expenditure.

GCIS has set a performance bar for itself to achieve a clean audit in the next financial year (2012/13) and I would like to commend the management of GCIS for the progress made thus far in achieving so much with the limited resources at their disposal.

2011/12 was a year in which GCIS pursued a fundamentally proactive communication campaign across government. It was a year that brought government closer to the people and the people closer to government.

The year was not without challenges, but where these presented themselves GCIS rose to the demands and did itself and government proud. This Annual Report reflects the efforts of a department that is focused on ensuring that government's communication is as prominent and full of impact as its deeds. We further recommit ourselves to work with National Treasury and the Auditor-General of South Africa to ensure that we achieve the clean audit objectives.

I take this opportunity to thank the GCIS Chief Executive Officer (CEO), Mr Jimmy Manyi, the management team and all staff members for once again receiving an unqualified report and for a job well done.

**Mr Collins Chabane**

Minister in The Presidency: Performance Monitoring, Evaluation and Administration



## 1.8 Accounting Officer's overview

This report is the product of tireless efforts by the entire GCIS team in pursuit of the GCIS vision – to be the pulse of communication excellence in government.

### Operational overview

**Key highlights for the year under review include the following:**

- Greater consolidation of media bulk buying, where a more professional approach in media planning and placing was used. A state-of-the-art scientific tool provided GCIS with an objective ability to segment its audience and carry out targeted messaging.
- Through the Cluster Chief Directorates, GCIS was able to provide strategic guidance and communication support, including communication strategies, key messages, fact sheets and other content to the communication clusters of government.
- The optimisation of communication platforms, including outreach programmes that enhanced unmediated communication, increased the print run of *Vuk'uzenzele*, in particular the Braille version and the introduction of social media, to name but a few.
- It is remarkable that GCIS retained 100% of its Senior Management Service (SMS) members in the year under review and lost only 6% of level 1 to 12 employees.
- GCIS established a fully-fledged Rapid Response Directorate, which seeks to ensure that government maintains a proactive stance in the communication environment and responds rapidly to challenges in the communications space.
- As part of building capacity across the government-wide communication system, GCIS established a Chief Directorate in 2011/12 specifically devoted to the training of government communicators in general. Since the establishment of the Training and Development Unit in October last year, GCIS, in partnership with the Department of Cooperative Governance, trained 655 officials including mayors and their executive teams in 108 municipalities throughout the country. Media management training was also provided to 15 heads of missions deployed to various countries to represent South Africa. This Chief Directorate was later absorbed into the existing Human Resources Development.
- The GCIS' work has been premised on uplifting the implementation of programmes or linking programmes to the realisation of the five priorities of government.



### Governance

Barring matters that are outside the control of GCIS, all matters of emphasis in the previous financial year have been resolved. Looking forward, GCIS is steadfastly improving its internal controls and making a commitment to achieving a clean audit in the 2012/13 financial year.

May I take this opportunity to thank Minister Collins Chabane and Deputy Minister Obed Bapela for their strategic guidance and support, the Portfolio Committee on Communications for providing oversight and constructive feedback, and the GCIS team who had to do more with less to deliver a quality performance.

I also wish to acknowledge the passionate engagement by former Deputy Minister Dina Pule with the strategy and activities of GCIS during her tenure as Deputy Minister.

**Jimmy Manyi**

Chief Executive Officer



## 2. PART 1: OVERALL PERFORMANCE

Information on predetermined objectives

### 2.1 GCIS Budget Vote information

| Voted funds   | Main appropriation<br>R'000   | Adjusted<br>appropriation<br>R'000 | Actual amount<br>spent | Under-expenditure |
|---|---|------------------------------------|------------------------|-------------------|
| Medium Term<br>Expenditure<br>Framework<br>allocation | 496 393   | 441 943                            | 421 221                | 20 722            |
| Responsible minister                                  | Minister in The Presidency: Performance Monitoring, Evaluation and Administration |                                    |                        |                   |
| Administering<br>department                           | GCIS  |                                    |                        |                   |
| Accounting Officer                                    | Chief Executive Officer (CEO): GCIS   |                                    |                        |                   |

### 2.2 Aim of vote

GCIS aims to provide a comprehensive communication service on behalf of government. This will involve the majority of South Africans in governance, reconstruction and development, nation-building and reconciliation.

### 2.3 Summary of programmes

The department is organised into three programmes:

|  |   |
|--|---|
| Administration                           | Provides an efficient and effective support service to GCIS. Corporate Services is responsible for the following subprogrammes: Office of the CEO, Human Resources (HR), Office of the Chief Financial Officer, Information Management and Technology, Strategic Planning and Programme Management, and Internal Audit.                       |
| Communication and<br>Content Management  | Provides strategic leadership in government communication. The programme is responsible for the following subprogrammes: Policy and Research, Media Engagement, Communication Service Agency (CSA), Content and Writing, and the International Marketing Council (now Brand South Africa).  |
| Government and<br>Stakeholder Engagement | Builds partnerships with strategic stakeholders within the three spheres of government and with external strategic stakeholders within the broader society in pursuit of GCIS' vision. The programme is responsible for four subprogrammes: Provincial and Local Liaison, Cluster Supervision and the Media Diversity and Development Agency. |

### 2.4 Strategic achievements: Government communication as service delivery

- GCIS is responsible for providing strategic leadership and coordinating the government communication system to ensure that citizens are informed and have access to government policies, plans and programmes. Thus, GCIS plays a pivotal role in creating a citizenry that is well informed and engaged in the work of government, and is able to fully exercise the rights afforded by our democratic society. This has made it necessary to hold how government communicates at the same level of importance as what government does to improve the quality of lives of citizens. In this way, government communication is not secondary to what is being done to realise the rights enshrined in the Constitution. Government communication is in itself a service that must be delivered to citizens.
- This view of government communication as service delivery informed GCIS' 2011/12 – 2013/14 strategic plan and was at the heart of the department's work during the year under review.

*“Communication should be a primary task in 2011.” – President Jacob Zuma, 2011 Cabinet Lekgotla*



- The strategic plan sets out five key campaigns that GCIS, together with the lead departments, will drive over the three-year period to give effect to government communication as service delivery. The campaigns are centred on the five key national priorities from the Government’s electoral mandate, namely the delivery of improved quality of basic education; healthcare for all South Africans; decent work to ensure sustainable livelihoods; the reduction of crime; and rural development, land reform and food production and security.
- A further two campaigns for the year centred on providing communication support for the 2011 local government election and boosting the country’s international repositioning as a result of hosting the 2010 FIFA World Cup.
- GCIS has set seven strategic objectives. In pursuit of achieving Outcome 12: an efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship, GCIS works to contribute to all 12 outcomes of government.

### 2.4.1 Strategic objective 1: Provide strategic leadership in government communication

2.4.1.1 GCIS conducts periodic reviews of the National Communication Strategy (NCS) to inform and drive communication priorities linked to the electoral mandate and based on the Medium Term Strategic Framework. The NCS for 2009 to 2014, which was approved by Cabinet during the year under review guides government communication over the five years. The strategy supports government’s five national priorities.

2.4.1.2 The department gives effect to the NCS by providing strategic leadership in the development and implementation of effective departmental and provincial communication strategies. During 2011/12, GCIS partnered with lead government departments to implement over 3 200 communication projects aligned to the NCS and driven by the priorities of government’s Programme of Action. About 21 million South Africans were reached through these projects, which consisted of direct campaigns and community media activities. To achieve this, GCIS district communication officials conducted 4 516 community and stakeholder visits during the year.

#### 2.4.1.3 State of the Nation Address 2012 outreach events

In ensuring effective mobilisation and awareness of the State of the Nation Address (SoNA) across the country, the GCIS’ provincial and district offices carried out a number of build-up events to create awareness of the SoNA among communities, particularly those who do not have access to mainstream media. These activities included the printing

of SoNA mobilisation posters and leaflets and mounting them in strategic points or places such as municipal offices, churches, schools, community libraries, Thusong Service Centres to encourage people to watch the live broadcast.



SoNA mobilisation at Itireleng High School in Limpopo

As part of the Public Participation Programme, GCIS, working with ministers and deputy ministers, hosted a series of post-SoNA information sessions to bring the messages and programmes of government directly to some of the widest audiences and sectors of our society.

These events were conceptualised as part of a wider outreach strategy forming part of the overall communication approach for SoNA 2012, and sought to bring members of the Executive in close contact and dialogue with members of the community, faith-based organi-

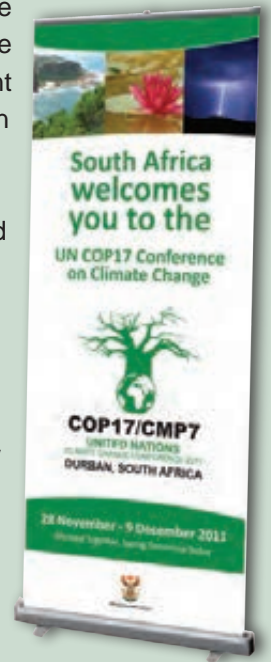
sations, local government, national and provincial departments in districts, business leadership organisations and other civil-society formations already forming part of the database of the GCIS' provincial and district offices.

#### 2.4.1.4 Supporting COP17 communication

In November 2011, South Africa hosted the 17th Conference of the Parties (COP17) to the United Nations Framework on Climate Change and the Seventh Session of the Conference of the Parties serving as the Meeting of the Parties (CMP7) to the Kyoto Protocol. The event drew participants from representatives of the 194 parties to the United Nations Framework on Climate Change, observer States and accredited media and observer organisations.

GCIS provided communication support to the Departments of International Relations and Cooperation and Environmental Affairs in South Africa's hosting of the event by:

- Monitoring media coverage
- Developing and ensuring efficient implementation of the communication strategy
- Branding the conference
- Distributing timely reports to decision-makers
- Ensuring that government's strategic media briefings on the event were covered in community media
- Producing and presenting daily reports at the COP17 special operations room meetings during the event
- Advising the Department of International Relations and Cooperation on the event's communication products, including the website and other digital media components



2.4.1.5 The department also played a pivotal role in the 1 760 public participation events that took place during the year. These events are part of government's Public Participation Programme, which GCIS coordinates for Cabinet ministers and deputy ministers. The programme is an important platform in mobilising all sectors of society to partner with government to speed up change and accelerate service delivery. The events provide opportunities for members of Cabinet to interact with communities and promote the creation of an informed and engaged citizenry. The events are held nationwide and involve members of national, provincial and local government.

2.4.1.6 Key among these events was the performance monitoring and evaluation visits by the President to four places: Free State, Limpopo and Eastern Cape twice on outcomes one and nine, and the King Sabata Dalindyebo Municipality presidential intervention. GCIS developed a brand identity for these visits. Since the President's visits, there have been post-communication activities led and supported by GCIS, including a career exhibition and the handing over of computers in Ngqushwa. On the King Sabata Dalindyebo Municipality presidential intervention, the core team of communicators from the Office of the Premier, the South African Local Government Association, the provincial local department and GCIS in the province is constantly tracking progress on the implementation plan and ensuring regular feedback to the community. The executive mayor of King Sabata Dalindyebo Municipality reports on the intervention's progress in a standing radio slot on Unitra community radio.





## 2.4.2 Strategic objective 2: Strengthen and manage the government-wide communication system for effectiveness and proper alignment

2.4.2.1 The government-wide communication system is the means by which government's actions, policies and plans are communicated to the public. It consists of GCIS, as the central coordinator, and the specialised communication hubs in departments and other structures of national, provincial and local government.

2.4.2.2 In managing and coordinating this system, GCIS sees to the development of communication units across government; ensures that communication policy guidelines are popularised and implemented; and that government's communication practitioners are adequately trained and capacitated and that they take guidance from the NCS.

2.4.2.3 During the year under review, GCIS established a Training and Development unit and, in consultation with



the Department of Cooperative Governance, trained municipal officers and councillors, particularly those newly elected in the May 2011 local government elections. The unit, which formally started operating in October 2011, was a progression of the work GCIS and the Department of Cooperative Governance had been doing to train and induct municipal officers and councillors. A total of 99 municipalities and 164 communicators in five provinces were inducted into the training programme. A total of 131 municipalities, from Mpumalanga, North West, Northern Cape, Eastern Cape and Limpopo, were invited to the training sessions.

2.4.2.4 In addition, the unit acquired the services of accredited service-providers to train 314 officials, councillors, mayors, speakers and various national and provincial government officials in media management and general communication skills. The unit also established a partnership with the Public Administration Leadership and Management Academy and Public Relations Institute of South Africa to host an academic symposium in 2012/13 to discuss introducing a degree course focused on producing academically qualified government communicators.

## 2.4.3 Strategic objective 3: Learn and explore communication methods and practices to enhance communication

2.4.3.1 Rapid advancements in technology such as mobile and smart phones, the decreasing costs of broadband technology coupled with the growth of the broadband network, and the spread of satellite television have had an effect on the way South Africans access information. This presents an opportunity for GCIS to use these new channels to extend the reach of government communication beyond traditional media channels and to deepen dialogue between citizens and government.



### Vuk'uzenzele deepens reach

GCIS' research shows that quick, widely distributed and easily accessible messages have the greatest impact. In addition, the country's socio-economic position, which does not provide equal access to and representation in the media, is also an important factor in whether messages reach their intended audience.

It is with this in mind that GCIS took the formerly bi-monthly *Vuk'uzenzele* magazine and repositioned it as a monthly newspaper. With minimal impact on the allocated budget, GCIS was able to enhance the publication's reach and frequency.

*Vuk'uzenzele* promotes access to information about government programmes and provides information on how to access the benefits of democracy. This promotes a participatory democracy.

The change increased the magazine's print run from 1.6 million copies bi-monthly to 1.7 million copies monthly. About 18.5 million copies were produced during the year, including 4 023 Braille copies and 10 web editions. GCIS plans to increase the print run to 2 million copies and publish fortnightly from 2012/13.

2.4.3.2 However, traditional media channels, such as radio, community and other print publications and terrestrial television, remain the primary means of disseminating information and they cannot be ignored. GCIS keeps abreast of this changing environment through an extensive quantitative tracking research project that provides the opportunity to test and assess the impact of communication products and services. The project also provides the opportunity to assess the public mood, information needs and public perception regarding government's performance. The research is cost-effective as it is shared with other government departments.

2.4.3.3 In 2011/12, GCIS used this research, along with the periodic communication environment, media monitoring and other reports, to do the following:

- Map out target audiences for government to customise communication
- Identify public servants as a primary target market of government communications
- Launch *My District Today* to target higher living standard measure groups
- Pay greater attention to the communication and marketing programmes of senior communication officers
- Ensure greater focus on government's communication based on the five priorities
- Invest more in broadcast communication (specific to radio) as a more effective means of reaching various groups
- Change *Vuk'uzenzele* from a bi-monthly magazine to a monthly newspaper
- Relaunch the CSA as government's media buying agency
- Create and maintain an online newsroom on the government information website, which GCIS maintains
- Improve government's responsiveness to news and other events
- Increase the perceptiveness of speeches and other communication by political principals to the prevailing sentiment among members of the public
- Develop a knowledge strategy and implement pilot platforms to establish a knowledge system for government.

#### 2.4.4 Strategic objective 4: Lead and guide the domestic and international marketing of South Africa

2.4.4.1 Overseeing its now former public entity, the International Marketing Council, GCIS guided the development of South Africa's country brand and built consensus among key stakeholders in support of the country's marketing initiatives. In 2011/12, the International Marketing Council changed its name to Brand South Africa to keep in line with its mandate.

2.4.4.2 During the year under review, after intense consultation and research, Brand South Africa managed to secure a new pay-off line accepted and approved by all key stakeholders in the country, "Inspiring New Ways". Brand South Africa also noted improvements in perception scores about South Africa based on the following Branch South Africa pillars: diversity, Ubuntu, possibility, sustainability and innovation. The launch of the domestic campaign called "Play Your Part" has been a success. The campaign is responsible for domestic mobilisation of South Africans, encouraging them to play their part in creating positive social change.

2.4.4.3 Among other things, the following are key highlights of the reporting period:

- A 13-part TV series on SABC 1 showcasing ordinary South Africans doing extraordinary things
- Launching the Quality Learner Teacher campaign in collaboration with the Department of Basic Education, with the aim of identifying underperforming schools and getting teachers and learners to play their part to improve school performance
- Encouraging business to play their part, for example, Nestlé adopting a school in Escourt.



2.4.4.4 The focus internationally is to positively influence and shape perceptions about South Africa. Brand South Africa was moved from GCIS to The Presidency with effect from 1 September 2011.

## 2.4.5 Strategic objective 5: Build partnerships with strategic stakeholders in pursuit of GCIS' vision

2.4.5.1 GCIS has traditionally built relationships with two broad groups and attempted to bring them together to ensure that government's programmes, plans and actions are communicated widely and accurately. Government communicators and their departments put government's efforts into action to improve citizens' lives. The media helps to shape the daily lives of citizens by informing and influencing public knowledge, opinion, perceptions and debate.

2.4.5.2 Through building, strengthening and maintaining a healthy and progressive relationship with the media, GCIS can facilitate processes that enable government information to reach the public. The Deputy President held an inaugural strategic interaction session with members of the Press Gallery Association to communicate key government messages of cooperation, particularly in his role as Leader of Government Business. GCIS' media liaison unit coordinated the meeting.

2.4.5.3 GCIS also coordinated a two-day meeting between a delegation of Cabinet, led by the Deputy President and the South African National Editors' Forum (Sanef). The meeting was a strategic intervention that interrogated, among other things, the role of government and the media in ensuring that South Africans have access to information.

2.4.5.4 The strategic partnerships GCIS builds are not limited to domestic bodies. In 2011/12, GCIS facilitated the participation of editors from India, Brazil and South Africa (IBSA) in the IBSA Summit, held in South Africa in 2011. The GCIS' participation was aimed at building and strengthening South-South relationships to enable information sharing between the relevant countries. During the summit, IBSA editors made presentations to the heads of state of India, Brazil and South Africa, making recommendations on areas of future cooperation.



2.4.5.5 In building relationships with government departments and units, during 2011/12, GCIS presented the NCS to 14 government departments and 28 public entities. The strategy was also published on the government communicators' intranet and made available on compact disc. GCIS presented the strategy to all heads of communication at the national, provincial, metro and district levels of government at the Government Communicators' Forum and the Internal Communicators' Forum.

2.4.5.6 The department also conducted numerous community and stakeholder visits and meetings with, among others, women's groups, community-based organisations, nongovernmental organisations, faith-based organisations and district and local offices of government departments to leverage their participation in communication campaigns centred on government's five key priorities.

## 2.4.6 Strategic objective 6: Operate communication platforms that will keep public servants informed

2.4.6.1 Keeping public servants informed of government's plans, programmes and actions is as important as communicating with the public and the media. Following a successful pilot in the previous financial year, the *Public Sector Manager (PSM)* magazine, aimed at the middle and senior management corps in government, was launched in the current financial year. Ten editions with a total print run of 106 900 were produced during



the year, including a bumper edition that combined the December 2011 and January 2012 editions into a single magazine. GCIS, in the latter part of the year, also launched a monthly online newsletter targeted at public servants in general.



## 2.4.7 Strategic objective 7: Operate an efficient, effective and compliant government communication organisation

- 2.4.7.1 How the department manages itself internally is perhaps the most important factor for the achievement of the other strategic objectives. GCIS has, in this regard, performed well and the few shortcomings have been quickly remedied.
- 2.4.7.2 Media bulk buying, previously done through an outsourced service provider, was brought in-house. This saves costs by eliminating the paying of the media buying agency and enables GCIS to directly derive discounts from media houses. As a result, the department's procurement policy was reviewed to incorporate media buying from sole service providers. The policy is being finalised with the National Treasury.
- 2.4.7.3 An internal television broadcast was introduced to enhance the interaction between management and staff. Through this channel, management engages with and briefs staff on government programmes every month. This ensures all GCIS employees communicate the programmes in their respective communities.
- 2.4.7.4 GCIS has continued to explore ways to enhance excellence in its work. A web streaming facility was introduced to enable all media briefings to be accessed online.
- 2.4.7.5 GCIS continues to ensure complete governance compliance. All audit committee and budget committees were convened. The internal audit committee has ensured GCIS adheres to all finance and performance compliance issues.
- 2.4.7.6 The new head office project continued to progress as per the revised project plan. The building is projected to be complete by May 2013. These premises will provide a well-equipped office, which will improve service delivery and the working environment for staff.

## 2.5 Overview of the service-delivery environment for 2011/12

- 2.5.1 GCIS work takes its cue from government's annual Programme of Action, its five national priorities and how these are given effect in the implementing departments.
- 2.5.2 In view of the perspective that communication is a service itself, government has the objective of ensuring that all South Africans are aware of government's programmes and empowered enough to participate in them. The media alone cannot be relied on to assist in this task. Government has to therefore rely on its own resources to reach as many South Africans as possible. Hence the plethora of publications and community radio talk shows in the year under review.
- 2.5.3 While GCIS cannot be directly responsible for service delivery, it has a role in measuring public perception of government's service delivery. To this end, reports on the public perception of government performance are provided to clusters on a quarterly basis.
- 2.5.4 On the back of hosting a successful 2010 FIFA World Cup, GCIS leveraged this achievement by ensuring that other international events hosted by South Africa during the year, the national days and key government initiatives received an equally excellent level of communication support.



2.5.5 The increasing effect of new media on public discourse, driven by an increasing number of people enjoying a higher standard of living, has presented opportunities for the department to expand its communication and increase the level of interaction government has with the public.

2.5.6 We aim to reach all South Africans with government information. More resources are required to extend the platforms of communication.

## 2.6 Overview of the organisational environment for 2011/12

2.6.1 The year under review brought with it changes in the department's personnel component as it geared itself to deliver government communication as a service to the public. Four new chief directors were appointed to address communication training and development and media bulk buying, and two in cluster supervision. The new appointments were the result of the NCS approved by Cabinet during the year, the previous review of GCIS and the government-wide communication system review.

2.6.2 Senior management held a strategic planning session in July 2011 where they revised the department's 2011/14 vision and mission and the strategic objectives. The 2012–17 Strategic Plan and 2012–15 annual performance plans were developed, tabled in Parliament and presented to the Portfolio Committee on Communications in March 2012, as legislated. In December 2011, the management team, led by the CEO, held an end-of-year meeting with all GCIS staff to update them on governance matters and to introduce the new corporate strategy.

## 2.7 Key policy developments and legislative changes

2.7.1 Other than those mentioned above, there were no changes in policies or legislation that may have affected operations during the period or in future.

## 2.8 Departmental revenue, expenditure and other specific topics

2.8.1 Details on the collection of revenue, planned versus actual expenditure, transfer payments and the asset management plan are detailed in the Report of the Accounting Officer in the annual financial statements.



Minister Chabane at the GCIS Budget vote



## 3. PROGRAMME PERFORMANCE INFORMATION

This section provides an overview of GCIS's programme performance in realising government's strategic agenda. It is guided by and structured according to the requirements issued by the National Treasury.

The department is organised into three programmes: (1) Administration, (2) Communication and Content Management and (3) Government and Stakeholder Engagement.

### 3.1 Programme 1: Administration

#### 3.1.1 Purpose

Administration is responsible for management and provides support services to the department.

#### 3.1.2 Strategic objective

Operate an efficient, effective and compliant government communication organisation.

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

- The **Office of the CEO** provides support for leadership of and improved performance by government communication through administrative support to the CEO.
- **Human Resources** is responsible for strategic leadership in the implementation of the HR Management Strategy of the department.
- The **Chief Financial Officer** provides the department with overall financial and supply chain management and auxiliary services, and guides management in complying with legislative requirements, budget planning and financial management and administration.
- **Information Management and Technology** is responsible for the establishment and support of information management and technology systems in GCIS.
- **Strategic Planning, Performance Monitoring, Reporting and Programme Management** is responsible for the development of GCIS' strategic and business plans, monitors and evaluates the implementation of these plans and reports on the performance accordingly. It is also responsible for the implementation of a professional project management discipline for GCIS and government-wide communication projects and campaigns.
- **Internal Audit** improves risk management, control and governance processes.

#### 3.1.3 Key service-delivery achievements

3.1.3.1 **The Office of the Chief Financial Officer** submitted all the budget and financial statements to the National Treasury on or before the legislated deadline, and ensured that the department was compliant with the PFMA, Treasury Regulations and departmental policies. As a result of this subprogramme's initiatives, GCIS achieved a 95 percent spend on its allocated budget for the year and reconciled suspense accounts to GCIS' budget to ensure accountability.





3.1.3.2 **Supply Chain Management** continued to improve its service on procurement and payment to service-providers. The directorate monitored the procurement trends and spending on Broad- Based Black Economic Empowerment; small, medium and micro-enterprises; and women-owned companies on a quarterly basis.



3.1.3.3 GCIS completed the bidding process and appointment of a service provider for the procurement of a new headquarters. The service level agreement was signed between parties. About 33 percent of the project was achieved. Construction commenced in January 2012 and occupation is planned for May 2013.

3.1.3.4 The **Human Resources** subprogramme implemented the second year of the three-year HR Strategy, which aims to attract and retain the people needed to meet the department's mandate. The Retention Policy was approved and the Performance Management System reviewed. The strategy also prioritised skills development and employee health and wellness. In this regard, a comprehensive workplace skills plan informed by the skills audit results and performance development plans was developed. The strategy also emphasised an improved corporate culture and healthy labour relations. The department met its employment equity targets and compiled a new employment equity plan for 2011 to 2014.

3.1.3.5 The **Information Management and Technology** subprogramme ensured the availability of information technology (IT) infrastructure and systems through the use of internal resources, the State IT Agency and other service-providers. It also upgraded the wide area network to meet capacity requirements and enhanced IT business continuity with the deployment of additional hardware to cater for e-mail and electronic content management system disaster recovery.

3.1.3.6 The **Project Management Office** coordinated the implementation of the department's communication services for campaigns prioritised in the Government Communication Programme for the year. Major projects supported and coordinated included COP17/CMP7, 16 Days of Activism, launch of the Gallows



Museum, National Census 2011, 2012 SoNA, War on Poverty and Human Rights Day. The Project Management Handbook was reviewed to support the full roll-out of the newly designed Enterprise Project Management System in the coming financial year.

### 3.1.3.7 Strategic Planning and Performance

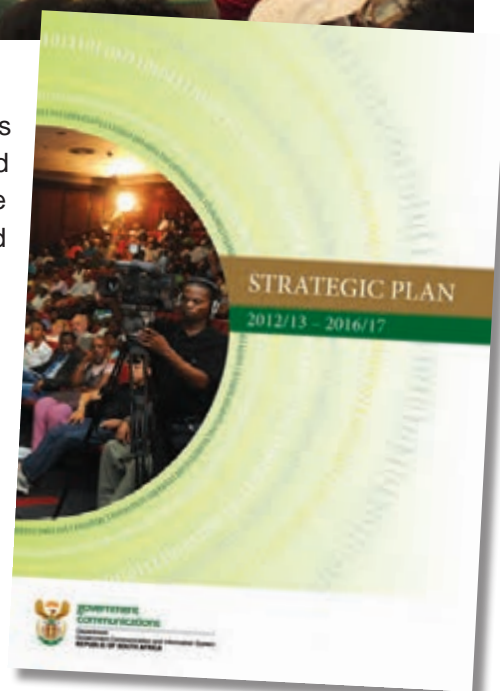
**Monitoring** coordinated the compilation of the monthly and quarterly reports, strategic plans and annual performance plans for 2011/12 in accordance with prescribed legislation. Two of the four quarterly reports produced were presented to the Portfolio Committee on Communications. The unit designed and tabled the 2012–17 strategic plans and 2012–15 annual performance plans. The 2011/12 strategic and operational risks were developed and reported on. Risk management strategy and policy were reviewed and approved by the management committee (Manco). The 2010/11 Annual Report was developed, tabled and presented to Parliament during the reporting period.



3.1.3.8 During the year under review, **Internal Audit** conducted a number of audit projects informed by its three-year rolling plan and annual operational plan for 2011/12. The audits primarily focused on the following:

- Compliance and regularity, with emphasis on compliance with the legislative prescripts (PFMA, Public Service Act and so on.) and internal financial and HR policies
- Audit of performance information against predetermined objectives
- Operations audits with emphasis on production and distribution, as well as bulk media buying
- Information systems audit with emphasis on general control review and transversal systems' user account management and security.

3.1.3.9 By the end of the financial year, all but two of the planned audit projects were completed. These two remained incomplete because the subprogramme placed greater emphasis during the year under review on following up on the implementation of the recommendations from internal and external audit reports, which resulted in more recommendations being implemented this year than any previous financial year.



**SUBPROGRAMME: HUMAN RESOURCES**

| Measure/indicator                                       | Baseline (actual output 2010/11)   | Actual performance against targets/<br>milestone                                |   | Reason for variance |
|---|--|---|---|---------------------|
|   |  | Target  | Actual performance  |                     |
| Quarterly progress reports                              | 100% quality for the performance agreements submitted  | 100% of staff have performance agreements and quarterly assessment on due dates | 100% of staff entered into performance agreements and submitted quarterly assessments. HR gave quarterly feedback to employees and managers about the quality of assessments. | None                |
| Quarterly progress reports                              | No historical information  | Grievances resolved within three months   | Grievances were resolved within three months  | None                |
| Quarterly progress reports                              | Only one case of misconduct was declared a dispute and successfully dealt with   | Minimise rate of staff dissatisfaction  | Two disputes were declared against GCIS and were successfully defended by the General Public Service Sectoral Bargaining Council  | None                |
| Approved aligned structure                              | Organogram revised and approved by the Department of Public Service and Administration   | Realigned structure in line with strategy                                       | As a result of organisational restructuring, organisational design was realigned and approved   | None                |
| Effectively managed recruitment and selection processes | No historical information  | Fill funded vacant posts to ensure 90% capacity                                 | 90% of posts were filled at any given time during year  | None                |
| Compliance with regard to conditions of service         | No historical information  | 100% compliance with conditions of service determined by regulatory frameworks  | 100% compliance with conditions of service such as appointments, leave (including temporary incapacity leave), resettlement costs, terminations                               | None                |
| Approved HR policies and guidelines                     | Developed and implemented the following policies: <ul style="list-style-type: none"> <li>Recruitment</li> <li>Gender-mainstreaming</li> <li>Performance management system</li> <li>Probation</li> <li>Induction</li> </ul> | Develop, review and monitor implementation of HR policies and guidelines        | Developed, reviewed and monitored leave policy, performance management system, employment equity plan and retention as well as induction policies                             | None                |
| Quarterly reports on Bargaining Chamber activities      | No historical information  | Four reports on Bargaining Chamber activities                                   | Held quarterly meetings of departmental Bargaining Chamber and presented reports to management  | None                |



|   |   |   |  |      |
|---|---|---|--|------|
| Well-managed labour cases/activities  | No historical information   | 100% of labour relations cases/activities finalised within prescribed period and procedure              | Finalised disciplinary cases, including suspensions within prescribed period and in accordance with prescribed procedure   | None |
| Well-managed induction programme for new officials                          | Developed and approved the induction programme.<br>Developed a checklist for monitoring officials on probation.   | 100% of new officials attending induction programme   | 100% of officials attended induction   | None |
| Development programme of all officials                                      | No historical information   | 80% of allocated bursaries on work-related development  | 89% of bursaries awarded for 2011 academic year were on work-related development   | None |
| Development programme of all officials                                      | No historical information   | 90% of officials to attend short courses/seminars/ conferences identified in personal development plans | 90% of officials who identified training in their developmental plans attended short courses/seminars/conferences  | None |
| Accurate quarterly and annual training report                               | The skills audit was only completed in February 2011 due to an extension in December 2010   | Develop and implement workplace skills plan   | Developed and implemented workplace skills plan for 2011/12  | None |
| Quarterly reports on training and skills development committee's activities | No historical information   | Four reports on training and skills development committee's activities                                  | Held four meetings and presented the following reports:<br><ul style="list-style-type: none"> <li>• Bursary Holders Progress Report</li> <li>• Internship Implementation Progress Report</li> <li>• Senior Management Competency Assessment Progress Report</li> <li>• Workplace Skills Plan Implementation Progress Report</li> </ul> | None |
| Well-managed Employee Health and Wellness Programme                         | Posters in line with health calendar on notice boards each month; conducted blood donation clinic week; health screening sessions (including HIV counselling and testing) at head office and seven provincial offices; Candle Memorial Week in May to remember those who passed away due to HIV and AIDS, World AIDS day commemorated; conducted workshops on HIV and AIDS, stress, anger management, debt management and personal grooming | Quarterly progress reports on implementation of programme   | Submitted four quarterly HIV counselling and testing reports to Department for Public Service and Administration   | None |

**SUBPROGRAMME: INTERNAL COMMUNICATIONS**

| Measure/indicator                                  | Baseline (actual output 2010/11)  | Actual performance against targets/milestone     |   | Reason for variance |
|--|---|--|---|---------------------|
|  |   | Target   | Actual performance  |                     |
| Quarterly progress reports as per operational plan | <p>Programme of Action profiled in all 10 issues of department's internal newsletter.</p> <p>Used various channels of communication to communicate projects, policies and programmes.</p> | Align message to Internal Communication Strategy | <p>Compiled quarterly reports highlighting the following:<br/>                     Reviewed Internal Communication Strategy. Introduced television broadcast to engage staff in GCIS and broader government issues. Broadcast five television episodes themed in line with the government calendar.<br/>                     About 84% of newly appointed head office staff attended orientating presentation. Developed over 64 notice board posters communicating various government and GCIS issues. A total of 11 Let's Talk newsletter issues were produced. Kept GCIS intranet up to date with announcements, calendar of events, blog posts, policies. Organised three platforms for CEO to engage with staff.</p> | None                |

**SUBPROGRAMME: FINANCE, SUPPLY CHAIN MANAGEMENT AND AUXILIARY SERVICES**

| Measure/indicator                          | Baseline (actual output 2010/11) | Actual performance against targets/milestone                |  | Reason for variance                                     |
|--|----------------------------------|---|--|---|
|  |                                  | Target  | Actual performance   |   |
| Monthly expenditure and projections report | No historical information        | Budget planning by Manco once a year                        | Held management budget planning session in August 2011 to discuss budget priorities and approve medium-term budget submission to National Treasury               | None  |
| Monthly expenditure and projections report | No historical information        | Quarterly broad expenditure report against key deliverables | Prepared all four quarterly interim financial statements and submitted to National Treasury  | None  |
| Quarterly progress report                  | 87.7% achieved                   | 85% success rate at 48-hour turnaround                      | Received 7 916 orders and processed 6 095 (77%) within 48 hours  | 8% variance due to system disruption and staff turnover |
| Quarterly progress report                  | 87.7% achieved                   | Payment   | Received 7 971 payments and processed 6 130 (77%) within 48 hours  | 8% variance due to system disruption and staff turnover |
| Quarterly progress report                  | No historical information        | 85% success rate at 48 hour turnaround orders               | Prepared four quarterly reports to monitor number of empowered historically disadvantaged companies  | None  |
| Quarterly progress report                  | 95% achieved                     | 90% success rate on two-month bid procurement process       | Advertised 12 bids and awarded four within two months' timeframe; cancelled three and five were pending at year-end even though they were still within timeframe | None  |



|  |                           |   |   |      |
|--|---------------------------|---|---|------|
| Quarterly progress report  | No historical information | 100% reconciled asset report of GCIS                        | Completed all four quarterly asset verifications and reconciliations; reconciled all assets                     | None |
| Medium Term Expenditure Framework work submission to National Treasury | No historical information | Quarterly broad expenditure report against key deliverables | Prepared all four quarterly interim financial statements and presented to National Treasury on prescribed dates | None |

### SUBPROGRAMME: INTERNAL AUDIT

| Measure/indicator  | Baseline (actual output 2010/11)                            | Actual performance against targets/milestone |   | Reason for variance                                 |
|--|---|--|---|---|
|  |   | Target                                       | Actual performance  |   |
| Unaudited annual financial statement and performance information | Five internal audit committee meetings held                 | Eight internal audit committee meetings      | Held seven of eight planned internal audit committee meetings (audit pack distributed for eighth meeting) | Planned meetings postponed due to unforeseen events |
| Unaudited annual financial statement and performance information | Presented reports at four audit and risk committee meetings | Four audit committee meetings                | Held four audit committee meetings  | None  |

### SUBPROGRAMME: INFORMATION MANAGEMENT AND TECHNOLOGY

| Measure/indicator                              | Baseline (actual output 2010/11)   | Actual performance against targets/milestone                   |  | Reason for variance |
|--|--|--|--|---------------------|
|  |  | Target   | Actual performance   |                     |
| Quarterly progress report on approved projects | 98% service-level agreement for network availability   | Technology aligned to needs of GCIS                            | Above 95% availability of GCIS networks and hardware infrastructure  | None                |
| Quarterly progress report on approved projects | No historical information  | Renew licences of software servicing the department            | Renewed software licence agreements for enterprise licences  | None                |
| Quarterly progress report on approved projects | Upgraded regional routers and switches to improve wide area and local area network speed and refresh network equipment with latest technology.<br>Improved IT back-up process to improve IT business continuity. | Deliver information management systems that meet needs of GCIS | Enhanced systems in line with GCIS business unit requirements.<br>Deployed enterprise project management system with strategic planning and programme management subprogramme. | None                |

### SUBPROGRAMME: STRATEGIC PLANNING AND PROGRAMME MANAGEMENT

| Measure/indicator  | Baseline (actual output 2010/11)  | Actual performance against targets/milestone  |   | Reason for variance |
|--|---|---|---|---------------------|
|  |   | Target  | Actual performance  |                     |
| Project Management Handbook and procedures reviewed and updated                                    | <p>Reviewed Project Management Handbook and procedures manual.</p> <p>Resourced projects with relevant expertise for executing projects.</p>  | Review and implement best-practice project management systems once a year             | <p>Reviewed Project Management Handbook twice. Tested enterprise project management system after it was deployed by IT unit.</p> <p>Designed Change Management Strategy to support enterprise project management system roll-out. Piloted system through projects, including Office Space Project and Corporate Governance calendar.</p> <p>Training of identified enterprise project management system users took place. Project Management Office core team and system administrators completed their training.</p>   | None                |
| Project documents compiled   | <p>Developed well-consulted, more aligned Government Communication Programme, approved by Manco.</p> <p>Efficiently coordinated and implemented projects arising from Government Communication Programme.</p> | Manage key business-plan projects   | <p>Coordinated 2011/12 Government Communication Programme. Developed quarterly reports on coordination of projects. Developed project scopes, plans, progress reports and exit reports as part of implementation of project management discipline. Key business-plan projects coordinated included Office Space Project, community of practice, SharePoint and Business Continuity Plan.</p>  | None                |
| Approved 2011/14 Strategic Plan in line with National Treasury regulations and planning frameworks | <p>Three-year Strategic Plan, partially aligned to National Treasury's new planning framework, was developed and tabled in Parliament on 9 March 2011</p>   | Develop and table 2011–2014 Strategic Plan in Parliament within prescribed time-frame | <p>GCIS senior management reviewed 2011–2014 Strategic Plan in July 2011 at session attended by Deputy Minister responsible for organisation.</p> <p>Submitted draft 2012–2017 Strategic Plan to departments of National Treasury and Performance Monitoring and Evaluation for comments. The 2012/17 strategic and 2012/15 annual performance plans were tabled in Parliament and presented to the Portfolio and Select Committees in March 2012.</p> <p>Developed 2011/12 strategic risk register, operational risk register and mitigation plans. These were approved by Manco and audit committee.</p> <p>Reviewed and approved risk management strategy and policy for implementation.</p> | None                |

|   |   |  |   |      |
|---|---|--|---|------|
| Approved 2011/12 Annual Performance Plan                                | 2011/12 Annual Performance Plan developed and aligned to 2011/14 Strategic Plan, and signed off by the Minister in The Presidency   | 2011/12 Annual Performance Plan in line with relevant legislation          | Reviewed 2011/12 Annual Performance Plan. Developed and submitted 2012–2015 Annual Performance Plan to National Treasury and Department of Performance Monitoring and Evaluation for comments. Tabled plan in Parliament on 7 March 2012.   | None |
| Approved strategic management framework aligned to relevant legislation | Planning and monitoring cycle developed as part of strategic management framework submitted to Manco in May 2011  | Implement strategic management framework work                              | Manco approved GCIS first integrated strategic management framework in May 2011 and presented to management and staff through road shows, as part of creating awareness about planning and performance monitoring processes of GCIS   | None |
| Approved quarterly progress reports                                     | Organisational performance management system tool resulted in monthly reports, consolidated into quarterly reports analysed for approval by Manco. Quarterly reports submitted to Minister and National Treasury 30 days after end of each quarter. | Quarterly progress reports against set targets and government requirements | Compiled and submitted fourth quarterly report of 2010/11 and first, second and third quarterly progress reports of 2011/12 to National Treasury and Executive Authority. Presented two quarterly reports to Portfolio Committee as per invitation.<br>Developed quarterly reports on risk mitigation plans and submitted to Manco and audit committee for approval | None |
| Approved GCIS Annual Report   | 2009/10 Annual Report compiled and submitted to Parliament in September 2010  | 2010/11 Annual Report tabled in Parliament in September 2011               | Developed and tabled 2010/11 Annual Report in Parliament by 30 September 2011; developed presentation by Executive Management for October 2011 presentation to Portfolio Committee  | None |
|   |   |  | Coordinated Manco-approved management performance assessment and submitted report, including supporting evidence on the scores obtained by the GCIS, to the Department of Performance Monitoring and Evaluation in December 2011 for further evaluation   | None |

## 3.2 Programme 2: Communication and Content Management

### 3.2.1 Purpose

This programme provides strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness of government communication.

### 3.2.2 Strategic objectives

1. Provide strategic leadership in government communication.
2. Operate communication platforms that will keep public servants informed.
3. Build partnerships with strategic stakeholders in pursuit of GCIS' vision.
4. Lead and guide domestic and international marketing of South Africa.
5. Learn and explore communication methods and practices to enhance communication.

**The subprogrammes of Communication and Content Management are:**

- **Policy and Research** conducts independent research to assess how government should address the public's information needs. Funding in this subprogramme was used to:
  - o Monitor media coverage of government
  - o Analyse how the media interprets government policies and programmes
  - o Formulate policy proposals when required
  - o Propose government response to any media-related issues
  - o Assess public perceptions in relation to government performance.

- **Media Engagement** leads and drives interaction and communication between government and the media. Funding in this subprogramme was used to:

- o Ensure effective liaison between ministers and the media
- o Manage ongoing media-liaison services to government by ensuring they are providing government information
- o Establish, strengthen and maintain working relationships with foreign media and independent media
- o Establish relations with South African missions and Brand South Africa country managers to disseminate government information and key targeted messages.



- The **Communication Service Agency** provides leadership in the development and production of audio-visual products and platforms, graphic design and centralised media buying for government. Funding in this subprogramme was used to:

- o Produce videos, photographs and radio programmes in support of government communication programmes
- o Provide marketing and advertising expertise to government communication programmes for both GCIS and other government departments
- o Manage and drive the distribution strategy of all products produced for dissemination to the public.

- **Content and Writing** develops content for products to be produced by GCIS. Funding for the subprogramme was used for:

- o Writing assignments
- o Language services on products that require translation and editing
- o Managing the development of government and departmental/provincial websites
- o Producing government publications.





- The subprogramme **Communication Training and Development** was added to the programme during the financial year. This subprogramme aims to professionalise government communication through developing training course content and identifying, coordinating and implementing effective training programmes for government communicators.

### 3.2.3 Key service-delivery achievements

3.2.3.1 The **Research and Information Centre** subprogramme conducted research to assess the impact of communication on the SoNA, a youth information guide and various campaigns. An extensive quantitative tracking research project provides the data to assess the public mood, information needs, public perception regarding government's performance and also supplies cost-effective communication research to other government departments.

3.2.3.2 An ongoing qualitative research project provides opportunity for pre-testing and impact assessment of communication products and services in particular. An investigation of youth needs and perceptions was done to develop a better understanding of this sector of the population and new research-sharing platforms, and a research dashboard and research forums were piloted. GCIS subscribes to various relevant research services and products to enhance the objectives of government communication.

3.2.3.3 A knowledge management strategy was developed and pilot platforms were implemented to establish a knowledge-management system for the organisation. A new directory of senior managers in the public service was developed to improve interdepartmental relations and profile key decision-makers in government.

3.2.3.4 The **Policy and Media Analysis** subprogramme provided regular communication environment reports for various forums, including rapid response, clusters and communication planning meetings conducted fortnightly. Daily reports were also produced and presented at the special operations room meetings during COP17 and during the period around the SoNA.

3.2.3.5 The **Communication Resource Centre (CRC)** undertook comprehensive national and international print, broadcast and online media monitoring to inform government communication and alerted internal and external stakeholders to breaking and developing news that required communication intervention. Media monitoring led to the provision of regular and issue-based national and international media coverage reports, as well as press clippings.

3.2.3.6 The CRC participated in daily rapid response teleconferences that assessed issues in the national and international media environment and drafted proactive and reactive communication content when required. In addition, it developed messaging and communication content on government priority areas and campaigns.

3.2.3.7 Through building, strengthening and maintaining healthy and progressive relationships with the media, **Media Engagement** coordinated GCIS' facilitation of the processes that enable government information to be communicated to the public:

- The Deputy President held an inaugural strategic interaction session with members of the Press Gallery Association to communicate key government messages of cooperation, particularly in his role as Leader of Government Business.



- A Cabinet delegation led by the Deputy President held a two-day meeting with Sanef that interrogated the role of government and the media in ensuring South Africans have access to information.
- The subprogramme facilitated the participation of editors from India, Brazil and South Africa in the IBSA Summit that was held in South Africa in 2011. The GCIS' participation was aimed at building and strengthening South-South relationships to encourage information-sharing between the IBSA countries.
- It contributed to an integrated communication approach, which ensured that the coverage of the 2012 SoNA reached South Africa's diverse communities and audiences.
- The subprogramme provided extensive support to the Interministerial Committee on COP17/CMP7. This included the drafting of an integrated communication strategy, ensuring its implementation and leading the government communications team throughout the conference. Provided media liaison support to the Departments of International Relations and Cooperation and Environmental Affairs on the COP17/CMP7 conference. Highlights include a world-class media operations room, supporting and strategically guiding the communication of the COP17/CMP7's side and pre-events and and social media strategy development.



3.2.3.8 During 2011/12, there was an increase in the number of requests the Communication Service Agency handled for media products. About 2 100 requests for products and services were handled in 2011/12, compared to 1 627 in 2010/11, representing an increase of 22.5 percent. The agency documented the public programme of the President and Deputy President, both locally and internationally. Photographs of all presidential events were sent to a wide range of print media. Photographs taken by GCIS photographers are published every day. Over 120 short videos have been produced and placed on government websites.



3.2.3.9 Since bringing media buying in-house, the subprogramme has conducted 165 media-buying campaigns (with a total value of R207.7 million) against a target of 140 campaigns. GCIS committed in Parliament to spend 30 percent of government's ad spend with community and diversity media. The CSA distributed a total of 20 627 718 units of GCIS publications, which is double the quantity distributed in 2010/11.

3.2.3.10 Newsletters were designed that are distributed electronically, such as *My District Today* and *Government Dialogue*. An internal monthly television broadcast to GCIS staff has been created. This programme carries features, interviews and pertinent information.

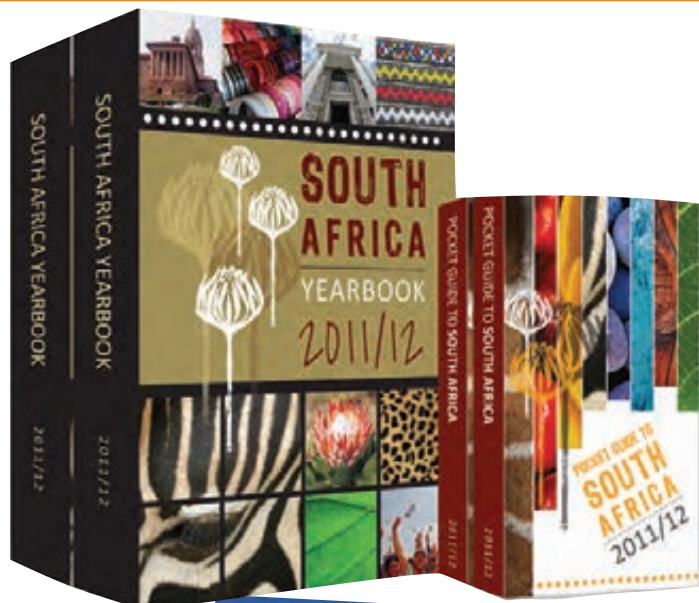
3.2.3.11 The **Content and Writing** subprogramme successfully produced the following publications during 2011/12: the monthly *Vuk'uzenzele* newspaper, as well as the Braille and web versions; the monthly *PSM* magazine, including the web version; the annual *South Africa Yearbook*; and the annual *Pocket Guide to South Africa*, including the interactive Yearbook CD. The *GovComms* supplement is produced quarterly and distributed with *PSM* magazine. *Vuk'uzenzele* also carried a monthly four-page supplement called Employment





News, which features job advertisements and public-sector employment-related news. *PSM*, *Vuk'uzenzele* and the *SA Yearbook* have launched Facebook pages.

Since changing the production of *Vuk'uzenzele* from a magazine format into a newspaper, the subprogramme managed to double the frequency and print run without additional budget. Research has revealed that the target audience is now living standards measure 1-6 as opposed to 1-5, which is reflected in new township readership. Online *Vuk'uzenzele* subscribers increased from 2 328 from 31 March 2011 to 3 813 by 31 March 2012. Average monthly *Vuk'uzenzele* online hits range between 18 790 and 27 024. The subprogramme also coordinated the production of the GCIS corporate profile.



3.2.3.12 *PSM* magazine was officially launched on 14 March 2012 after 12 editions of publishing. The magazine has been registered with the Audit Bureau of Circulations of South Africa since September 2011, and to date two audit certificates have been issued in accordance with the bureau's requirements.

3.2.3.13 International media pick-up has been very encouraging with international websites especially sourcing African content from **BuaNews**. Prominent international news channels and agencies globally use BuaNews articles. Pick-up has been noted, in among other countries, Switzerland, China, the United Kingdom, the United States of America, Latin America, Turkey, Brunei, India, Pakistan and Bulgaria. Large, influential agencies, such as AFP, Press Trust of India, the Indo-Asian News Service and Bernama (Malaysia) use BuaNews regularly.

3.2.3.14 More international partnership agreements were signed and BuaNews now has international news agreements with the Nam News Network (Malaysia), Xinhua (China), Prensa Latina (Cuba), Tanjug (Serbia), UPI (Washington), IRNA (Iran), SANA (Syria), ISI Emerging Markets in London, Cyprus News Agency (Greece), the Ukrinform (Ukraine), Azertac (Azerbaijan), Agenzia Giornalistica Italia (Italy), and the Anadolu News Agency in Turkey.

3.2.3.15 **Electronic Information Resource** initiated a project to enhance the content structure and design of the Government Online and Services websites. An independent service provider's recommendations will be incorporated into a revamped website during 2012/13. It also held a well-attended workshop for website managers from national and provincial government departments and a seminar on social media for national departments. The subprogramme consulted widely with government web managers on the development of government website guidelines and started to compile a comprehensive guideline document. The first draft will be distributed early in 2012/13 for comments.



**SUBPROGRAMME: MEDIA ENGAGEMENT**

| Measure/indicator   | Baseline (actual output 2010/11)  | Actual performance against targets/milestone   |   | Reason for variance |
|---|---|--|---|---------------------|
|   |   | Target   | Actual performance  |                     |
| Cabinet decisions promptly communicated                               | Held post-Cabinet media briefings and chaired government communication forums.<br>Prepared and issued statements on related issues.<br>Engaged consistently with media and Sanef on the Protection of Information Bill before the Government-Sanef Indaba in October. | Conduct Cabinet briefing after every Cabinet meeting   | Issued post-Cabinet media briefings and/or statements after every Cabinet meeting to ensure that South Africans are informed  | None                |
| Better integration and coherence of Programme of Action communication | Attended Forum of South African Directors-General meetings  | Participated in Forum of South African Directors-General to provide strategic leadership to government communication | Participation in Forum of South African Directors-General ensured a coordinated and seamless approach to communication issues affecting interdependent government departments. These included cluster media briefings, briefings and communication platforms profiling achievements in relation to delivery agreements and a coordinated approach to the five priorities of government. | None                |

**SUBPROGRAMME: POLICY AND RESEARCH**

| Measure/indicator | Baseline (actual output 2010/11)                 | Actual performance against targets/milestone  |  | Reason for variance |
|-------------------|--|---|--|---------------------|
|                   |  | Target  | Actual performance   |                     |
| Draft NCS         | Research previously informed drafting of the NCS | Review NCS in line with government priorities | Reviewed NCS and developed the 2011 – 2014 National Government Strategy approved by Cabinet in June 2011 | None                |

## SUBPROGRAMME: CONTENT AND WRITING

| Measure/indicator  | Baseline (actual output 2010/11)  | Actual performance against targets/milestone   |  | Reason for variance   |
|--|---|--|--|---|
|  |   | Target   | Actual performance   |   |
| Monthly and fortnightly editions of a government newspaper   | Printed 10 million copies over six editions as follows: five editions with a print run of 1.6 million copies and one edition with two million copies<br><br>Web version updated for each edition (six editions updated). Printed and distributed 2 545 Braille copies, print run varied per edition as database is reviewed monthly | 12 editions of government newspaper with minimum of 20 editorial pages                                       | 10 editions with the pagination and print run varied per edition as follows: <ul style="list-style-type: none"> <li>• Four 16-page editions of 1.7 million copies each</li> <li>• One 24-page edition of 1.7 million copies</li> <li>• One 20-page edition of 2 million copies</li> <li>• Three 16-page editions of 2 million copies each</li> </ul> One 24-page edition of 2 million copies.<br><br>Produced and distributed 18.5 million copies against target of 20.4 million.<br><br>Produced 49 900 copies of overruns during various editions and distributed at no cost to GCIS.<br><br>Produced 4 023 of Braille version of newspaper against target of 4 800.<br><br>Produced 10 web versions of newspaper against a target of 12 editions. | May and June editions not produced because communication strategy was not yet approved by Cabinet<br><br>This led to a shortfall of 1.9 million copies because publication was changing its format from magazine to newspaper. The directorate tried to compensate for shortfall by increasing quantities of some editions and pagination in others. Costs that were earmarked for printing and distribution of two editions were still used for this purpose. Two editions of Braille edition produced (May and June 2011) for same reasons. |
| An up-to-date online newsroom<br><br>Quality translations, copy-editing, content development and proofreading services provided to internal and external clients | No historical information<br><br>Handled 179 editing, proofreading, writing and translation requests  | Implement SA Newsroom concept<br><br>Provide language services based on requests from government departments | Implemented newsroom page on Government Online website and updated daily<br><br>Attended to the following requests:<br>Editing: 197<br>Proofreading: 134<br>Translations: 89<br>Content development: 56  | None<br><br>None  |

**SUBPROGRAMME: CONTENT AND WRITING**

| Measure/indicator  | Baseline (actual output 2010/11)   | Actual performance against targets/milestone   |   | Reason for variance   |
|--|--|--|---|---|
|  |  | Target   | Actual performance  |   |
| Annually update, print and distribute 45 000 copies of the <i>South Africa Yearbook</i> and 20 000 copies of the <i>Pocket Guide to South Africa</i> | Printed 45 000 soft-cover copies of the <i>South Africa Yearbook</i> and 20 000 copies of <i>Pocket Guide to South Africa</i>  | 45 000 copies of the <i>South Africa Yearbook</i> .<br>20 000 copies of the <i>Pocket Guide to South Africa</i> .<br>5 000 DVDs. | Printed and distributed 45 000 copies of the <i>South Africa Yearbook</i> .<br>Printed and distributed 20 000 copies of the <i>Pocket Guide to South Africa</i> .<br>Produced and distributed 4 000 DVDs.   | The target was incorrectly captured in the annual performance plans for the reporting period. A total of 5 000 DVDs were a once-off target for 2010/11, in which the FIFA World Cup took place. |
| Comprehensive, accurate, current and usable websites, conforming to best practices for government websites   | Continuously updated Government Online and GCIS websites.<br>Updates on Government Online include: <ul style="list-style-type: none"> <li>• 4 776 legislative and other documents</li> <li>• 7 759 speeches and statements</li> <li>• 2 262 announcements: government and national events, special days and press conferences.</li> </ul> Completed annual content review and rewrote in plain language for Government Services website. | Promptly update and continuously maintain and improve websites   | Continuously updated Government Online, Government Services and GCIS websites. Updates on Government Online included: <ul style="list-style-type: none"> <li>2 583 legislative and other documents</li> <li>8 253 speeches and statements</li> <li>2 460 announcements of government and national events, special days and press conferences.</li> </ul> Implemented "Government in numbers". This feature was continuously updated with information from Cabinet current affairs issues, government's five priorities, issues arising from Cabinet statements, key messages, SoNA and Budget speeches. | None  |

**SUBPROGRAMME: COMMUNICATION SERVICE AGENCY**

| Measure/indicator  | Baseline (actual output 2010/11)                       | Actual performance against targets/milestone                             |   | Reason for variance   |
|--|--|--|---|---|
|  |  | Target   | Actual performance  |   |
| Weekly TV programme  | New indicator  | Implement 25% of TV programme  | Completed planning phase, which constitutes 25% of project; SABC secured content producers in industry to fund commissioning of programme   | None  |
| Weekly radio show  | New indicator  | Implement 25% of radio programme   | Delayed due to lack of funding; SABC will continue to incorporate government content in its news and current affairs radio programming across its stations  | No funds available to implement project   |
| Monthly and fortnightly inserts (in government newspaper) of employment news/job-creation supplement | New indicator  | 12 editions of supplement with minimum of four pages                     | 10 Employment News supplements were produced for each edition of <i>Vuk'uzenzele</i>  | May and June 2011 editions were not produced, as communication strategy was not yet approved by Cabinet |
| Annual exhibition  | Advice to government departments offered when required | Participation by 50% of national departments and state-owned enterprises | Not achieved. Departments and state-owned enterprises are initiating partnership invitations for GCIS. GCIS continued to provide advice to departments on planned exhibitions. Held a meeting with the Development Bank of Southern Africa to explore opportunities. Department of Health included GCIS as part of their exhibition for World AIDS Day. | Lack of funding   |

**SUBPROGRAMME: CONTENT AND WRITING**

| Measure/indicator                                 | Baseline (actual output 2010/11)   | Actual performance against targets/milestone  |   | Reason for variance  |
|---|--|---|---|--|
|   |  | Target  | Actual performance  |  |
| Monthly magazine for senior management service    | First issue of <i>PSM</i> magazine printed and distributed   | 12 editions of magazine with minimum of 100 pages reaching 10 000 senior management service members | 10 editions with pagination and print run varied per edition as follows:<br>Seven 100-page editions of 10 000 copies each<br>One 128-page bumper edition (December/January) with print run of 10 200<br>One 108-page edition, 10 200 copies<br>124-page launch edition, 16 500 copies.  | Shortfall of 13 100 copies. Some of unspent production costs were used to increase pagination and print runs of other editions, as indicated, while some were used for launch of <i>PSM</i> magazine.  |
| Monthly e-newsletter for public servants          | New indicator  | Reach 300 000 public servants   | Produced 106 900 copies against target of 120 000 copies.<br>Produced and distributed six newsletters. GCIS is implementing a monitoring system to track the total number of public servants the e-newsletter is distributed to. For the period under review, the e-newsletters were circulated to 81 communicators with a potential reach of 300 000 public servants. The communicators within departments circulate the newsletters within their departments based on departmental email databases. | It took months for concept to be endorsed by various partner departments, but once process was completed later in year, GCIS started a vigorous "catch-up" effort to reduce backlog. A method of tracking e-newsletters once distributed to heads of communications was not yet developed. |
| Annual directory of senior managers in government | Produced two print editions of government and local government directories and one print edition of contacts directory | Development of print edition with print run of 10 000   | Developed directory   | Advertising still to be sourced by distribution company to cover certain production costs as agreed  |

## SUBPROGRAMME: MEDIA ENGAGEMENT

| Measure/indicator   | Baseline (actual output 2010/11)  | Actual performance against targets/milestone |  | Reason for variance   |
|---|---|--|--|---|
|   |   | Target                                       | Actual performance   |   |
| Daily 5:00 and 7:00 media alerts and summaries to heads of communication, directors-general and the Executive | Used rapid-response agencies to allow rapid-response team (representatives from GCIS, The Presidency and Department of International Relations and Cooperation) to suggest proactive and reactive communication approaches  | 50% success rate                             | Target exceeded. 133% achieved against set target. Success rate in implementation of objectives. Senior government officials have access to an early detection service (regardless of where they are in the world) and are able to keep up-to-date with key issues in media.             | None  |
| Implementation of daily morning (9:00) and afternoon (15:00) government media releases and/or briefings       | Produced daily (workdays and weekends/public holidays, when required) international media coverage reports  | 100% adherence at national level             | 83% adherence achieved   | Substantially implemented. GCIS does not send out daily media statements and/or hold daily media briefings. Communication driven by strategic, issues; not reactionary. |
| Quarterly cluster briefings   | Coordinated post-SoNA cluster briefings and drafted guidelines and coordinated effective pre-Budget Vote media briefings  | All clusters participate in briefings        | Held 13 cluster media briefings (post-SoNA media briefings and post-July Cabinet Lekgotla media briefings)   | None  |
| Fortnightly coordination of post-Cabinet media briefings  | GCIS conducts biweekly post-Cabinet media briefings where senior government officials, including directors-general, brief the media on programmes and strategies within their departments, which seek to implement Cabinet's decisions as well as implement the Programme of Action | 100% adherence                               | Held media briefings after every Cabinet meeting. Mainstream media coverage of all post-Cabinet media briefings was extensive. In 2012/13, GCIS plans to engage community media platforms to ensure communication to grassroots communities in languages that they speak and understand. | None  |

**SUBPROGRAMME: MEDIA ENGAGEMENT**

| Measure/indicator   | Baseline (actual output 2010/11)   | Actual performance against targets/milestone   |   | Reason for variance |
|---|--|--|---|---------------------|
|   |  | Target   | Actual performance  |                     |
| Biannual meetings with Sanef and the Foreign Correspondents' Association (FCA) and one with media owners and government | Organised and implemented successful engagement between Sanef and senior government officials, led by the Deputy President.<br><br>Organised two meetings between the Government spokesperson and the FCA. | Two meetings with Sanef, two meetings with the FCA and one meeting with media owners | Government proactively engaged with media: held strategic and high-level meetings between the President and media owners, between Cabinet (led by the Deputy President) and Sanef, between GCIS CEO and the FCA, and Deputy President engaged the Press Gallery Association | None                |
| None  | Reasons for major variance   |  |   |                     |



## SUBPROGRAMME: POLICY AND RESEARCH

| Measure/indicator  | Baseline (actual output 2010/11)   | Actual performance against targets/milestone                               |   | Reason for variance  |
|--|--|--|---|--|
|  |  | Target   | Actual performance  |  |
| Knowledge Management Strategy developed                        | New indicator  | Develop Knowledge Management Strategy                                      | Developed and improved Knowledge Management Strategy  | None   |
| Knowledge management policy, procedures and platforms in place | New indicator  | Implement Knowledge Management Strategy according to time frames           | Knowledge management platforms and procedures in place.<br>Knowledge management policy developed and under discussion by management.  | None   |
| Approved training curriculum on government communication       | Facilitated interim course in media engagement and communication strategy development while GCIS develops long-term qualification for communicators.<br>Implemented a training programme for the South African Police Service's nine provincial offices plus a session for the national head office.<br>Arranged two sessions of communication strategy workshops; one in December 2010 with 12 participants, the second in January 2012 with 19 participants. | Conceptualise and develop course   | Delayed. The unit continued with cooperation already established between GCIS and the Department of Cooperative Governance, to train and induct municipal officials and councillors. A total of 99 municipalities and 164 communicators benefited from training programmes in five provinces.<br>Invited all municipalities in Mpumalanga (21), North-West (24), Northern Cape (25), Eastern Cape (30) and Limpopo (31) to training sessions on communication skills interventions<br>Unit directly procured accredited service providers to train 314 officials, councillors, mayors, speakers and various national and provincial government officials in media management and general communication skills. Established a partnership with the Public Administration Leadership and Management Academy and Public Relations Institute of South Africa to host an academic symposium in 2012/13 to facilitate the introduction of a degree course focused on producing academically qualified government communicators. | Training and Development unit formally started operating in October 2011 |
| Segmentation of South African population                       | New indicator  | One segmentation profile report and presentation                           | Received segmentation profile report and delivered presentation. Further work needed to enrich product and improve usability in future.   | None   |
| Quarterly reports  | Research reports   | 40 narrative reports for political principals and government communicators | Disseminated 35 narrative reports to political principals and government communicators; five narrative reports/presentations at research forums for government communicators  | None   |

**SUBPROGRAMME: POLICY AND RESEARCH**

| Measure/indicator  | Baseline (actual output 2010/11)  | Actual performance against targets/milestone                                      |   | Reason for variance   |
|--|---|---|---|---|
|  |   | Target  | Actual performance  |   |
| Quarterly public perception reports  | New indicator   | Four dashboard presentations  | Held nine dashboard presentations for clusters  | None  |
| Daily and weekly national and international media monitoring and assessments reports | Produced, categorised and distributed press clippings daily.<br>Distributed clippings to government and South African missions abroad.<br>Assisted with other GCIS and government projects and campaigns, and tracked related media coverage. | 800 national and international media monitoring reports and 96 assessment reports | The CRC compiled and distributed 354 "headline news" packages that captured main print news and editorial coverage daily; 14 565 sets of press clippings supplied on workdays; 977 "national and international media coverage" reports that summarised national and international broadcast and online media reporting on government; South Africa and key national and international developments; and 45 weekly "international communication environment reports" on developments and trends in international media reporting affecting South Africa. All CRC reports were distributed to government departments. | The CRC and its sub-directorate, the Communication Centre, exceeded targets due to increased demand for services and products |



## 3.3 Programme 3: Government and Stakeholder Engagement

### 3.3.1 Purpose

Builds partnerships with strategic stakeholders within the three spheres of government and with external strategic stakeholders within the broader society in pursuit of GCIS' vision. The programme is responsible for four subprogrammes: Provincial and Local Liaison, Cluster Supervision and the Media Diversity and Development Agency.

The programme also coordinates the roll-out of the Thusong Service Centre programme as part of the government-wide access strategy.

### 3.3.2 Strategic objectives

1. Provide strategic leadership in government communication.
2. Strengthen and manage the government-wide communication system for effectiveness and proper alignment.
3. Build partnerships with strategic stakeholders in pursuit of GCIS' vision.

**Government and Stakeholder Engagement is responsible for the following subprogrammes:**

**Provincial and Local Liaison** provides strategic leadership to the interface of national government communication with provincial and community communication programmes. The subprogramme fosters working relations with provincial government, in particular the communication components of the premiers' offices and municipalities to ensure government's message is disseminated to the public in a seamless manner. The subprogramme is also responsible for overseeing the roll-out of the Thusong Service Centre programme, and government-wide coordination of the Public Participation Programme.

Provincial and Local Liaison oversees three key units in GCIS:

- **Provincial Liaison** (nine provincial directorates of the GCIS) is responsible for cascading the NCS to provincial and local stakeholders and partners and for implementing development communication campaigns and programmes aligned to the Government Communication Programme.
- **Provincial Coordination** is responsible for coordination and support functions to provincial directorates, considering the decentralised nature and size of the programme, and also the overall coordination of the Thusong Service Centre programme.
- **National Liaison** promotes interdepartmental cooperation and integration of communication, and assists departments to develop effective communication strategies. It supports the implementation of departmental communication plans and convenes communication coordination forums. Such forums encourage integrated planning and coordination of the Government Communication Programme and government's messages, especially at cluster and outcome level.



**Cluster Supervision** subprogrammes have since been added to the programme. These subprogrammes provide strategic cluster communication advice and support to departments. They also provide leadership on key cluster communication issues and campaigns. The cluster supervision subprogramme coordinates Cabinet cluster communication.

The Programme Manager is responsible for the coordination of GCIS's oversight role to the MDDA to ensure that the transfer payment made to the public entity enables it to carry out operations in promoting local media development and diversity. The MDDA enables historically disadvantaged communities and individuals to gain access to the media, and creates an enabling environment for media development and diversity.



### 3.3.3 Key service-delivery achievements

3.3.3.1 The GCIS provincial and local footprint is especially useful to national departments that do not have a presence in provinces and districts and who run mobilisation and outreach campaigns. Over 21 million people were reached through different platforms including community media as well as face-to-face communication activities in 2011/12.

3.3.3.2 The Provincial Liaison subprogramme has improved the focus of its activities to this effect by developing a content framework to guide the work of senior communication officers in the districts. The framework is aligned to the key priorities of improving the quality of basic education, providing healthcare for all South Africans, decent work to ensure sustainable livelihoods, reducing crime, and rural development.

3.3.3.3 It also assists in clarifying the working partnership between GCIS and other communicators from local and provincial government as well as communicators from national departments and other government institutions based in districts and provinces.

3.3.3.4 The content framework in this past year also ensured attention to key national days and significant campaigns such as the roll-out of the President's Monitoring Visits, the Deputy President's War on Poverty drives, Public Participation Programmes of Cabinet ministers and Deputy Ministers, the Local Government election communication activities, Census 2011 outreach events, COP17/CMP7 and public hearings on the Protection of Information Bill. A highlight in this financial year has been supporting outreach-monitoring visits of the Parliamentary Portfolio Committee on Communications.



3.3.3.5 An area identified for focus this year has been ensuring that local government engages media – both commercial and community – more regularly to discuss their achievements but also challenges. This was part of the overall strategy of communicating the Local Government Turnaround Strategy achievements. While more work needs to be done and pockets of unhappiness around service delivery issues remain, significant improvement in the manner in which local government is engaging media in their areas has been facilitated by GCIS in the past year.



3.3.3.6 A highlight during the past year, also linked to the plan to strengthen the manner in which provincial and local government communicates, has been communication inductions and capacity-building sessions for new communication practitioners entering the communication system, but also for elected public representatives, especially councillors elected in May 2011.



3.3.3.7 A key highlight this past year was the rolling out of the new weekly electronic platform newsletter, *My District Today*, sharing good news from the coalface of service delivery to decision-makers and key stakeholders. Added to this were scaled-up efforts in local contexts to make use of social media. GCIS district offices were able to establish Facebook sites for district communication forums and Thusong Service Centres to inform and engage the public on progress related to service delivery and the implementation of government programmes at district level.



3.3.3.8 Over 5 million South Africans were serviced by the Thusong Service Centres and integrated mobile units under the Provincial Coordination subprogramme. The partnership with the Phelophepa Train stopping at 20 train stations in four provinces ensured that 101 732 people accessed government services.

3.3.3.9 Over 700 officials working at Thusong Service Centres were trained in basic customer care skills to ensure that they provide proper services to the public in line with Batho Pele principles. Working with the Department of Cooperative Governance, GCIS rolled out capacity development sessions for communicators in municipalities in the North West, Mpumalanga and Northern Cape to ensure better planning and messaging of government priorities. This will be continued in 2012/13.

3.3.3.10 Heads of communication entering the public service were inducted accordingly to ensure that they understand the system and their responsibilities. GCIS also developed a partnership with the Department of Cooperative Governance and the South African Local Government Association to train councillors in communications skills and basic media skills, immediately following local elections, to empower them to engage comfortably with the public.

3.3.3.11 **Councillors induction session:** An induction session for councillors was conducted for the Emalahleni Local Municipality in Chris Hani District, in the Eastern Cape. This constituted part of a broader provincial communication programme to elevate communication, particularly within the local government sphere. The induction covered:

- Development-communication practice
- The NCS
- Developing a communication strategy
- Government's approach to the Public Participation Programme
- Guidelines for communication in local government.

3.3.3.12 GCIS staff facilitated the session and as a result of this, the municipality aligned its Public Participation Programme to the new protocols and has implemented three activities since. There is also buy-in to the Talk to your Mayor radio programme, which was first introduced and paid for by GCIS as part of profiling successes of the municipality. A draft communication strategy was also developed.



3.3.3.13 GCIS appointed two chief directorates dedicated to provide communication support

to directors-general clusters. The highlights included the following:

- Coordinated a review and cascading of cluster communication strategies, and implementation of communication programmes, aligned to government's five priorities, the 12 outcomes and the Government Communication Strategy.
- Strategic communication support was provided to directors-general clusters and Cabinet through advice, statements and content for current affairs.
- Following the SoNA, the subprogrammes coordinated the comprehensive Post-SoNA ministerial cluster briefings, which outlined in more detail, government's plans for the coming year. Communication opportunities identified for Ministers, Deputy Ministers and Directors-General to inform and interact with the public on government's priorities through the mainstream media, community media and community radio programmes.
- The Internal Communicators' Forum was relaunched in September 2011 and has since expanded its platforms to disseminate messages to public servants. E-mail banners were widely used to publicise the anti-substance abuse campaign, SoNA, Human Rights Day, Water Week, Freedom Day and further education and training colleges. GCIS Let's Talk TV was broadcast at an Internal Communicators' Forum on 29 March 2012.



## SUBPROGRAMME: PROVINCIAL AND LOCAL LIAISON

| Measure/indicator   | Baseline (actual output 2010/11)   | Actual performance against targets/milestone   |  | Reason for variance |
|---|--|--|--|---------------------|
|   |  | Target   | Actual performance   |                     |
| NCS presented to national, provincial and local structures  | Used face-to-face interaction and community media platforms with the emphasis on community radio, to reach target audience   | Implement provincial projects, aligned to national priorities  | Implemented over 3 200 communication projects, reaching about 21 million people through direct and face-to-face events, including seminars, community media activities, door-to-door campaigns and workshops<br><br>Completed 4 516 community and stakeholder liaison visits through ward-liaison visits; face-to-face interactions; community media liaison; local meetings and local communication environment assessments, which identified community information needs and provided communication information and products to communities as well as communication support to municipalities. Distributed over 1.3 million copies of government publications to communities in this process. | None                |
| NCS presented to national, provincial and local structures  | Regular presentations to provincial and district forums on the NCS   | Align national departmental and provincial communication strategies to the NCS by the end of April 2011        | Presented the NCS to 14 departments as well as 113 communication structures across the country, 28 public entities for alignment and implementation of strategy principles. NCS published on Government Communicators' web, e-mailed to clusters and heads of communications, and available on compact disk.<br><br>Presented the NCS to all heads of communications (national, provinces, metros and districts) at Government Communicators' Forum and Internal Communicators' Forum.<br><br>Revised all seven cluster communication strategies.  | None                |
| Communication campaigns, based on five key priorities, implemented and monitored through direct and unmediated communication and local levels | Regular stakeholder engagements and key partnerships rolled out with: <ul style="list-style-type: none"> <li>• Department of Trade and Industry: Returns and Refund Campaign</li> <li>• Department of Home Affairs: National Population Register</li> <li>• Department of Justice: 16 Days of Activism</li> <li>• Stats SA: Census 2011</li> <li>• Independent Electoral Commission: communication preparations for local government elections.</li> </ul> <p>Held two civil-society engagements with Ke Moja on drug awareness and iMali Matters on financial literacy.</p> | Strengthen engagement with key stakeholders to participate in delivering communication campaigns of government | Sent out more than 15 communiqués to government communicators with the emphasis on internal communicators to guide their programmes and campaigns.<br><br>Provided strategic guidance and communication support, and drafted communication strategies, key messages, fact sheets and other content for 20 cluster campaigns.<br><br>Held 253 stakeholder-engagement meetings with key government departments, state-owned enterprises and civil-society bodies nationally, provincially and locally, to participate in government communication campaigns based on key priorities of government.   | None                |



**SUBPROGRAMME: PROVINCIAL AND LOCAL LIAISON**

| Measure/indicator   | Baseline (actual output 2010/11)   | Actual performance against targets/milestone   |  | Reason for variance   |
|---|--|--|--|---|
|   |  | Target   | Actual performance   |   |
| Communication campaigns, based on five key priorities, implemented and monitored through direct and unmediated communication and local levels | Regular presentations to provincial and district forums on: the NCS, Government Communication Programme, Local Government Turnaround Strategy communication approach, municipal protests approach, Public Participation Programme and Local Government Communication System Guidelines | Communication system at provincial and local levels strengthened in line with Local Government Turnaround Strategy                       | Completed 230 visits to Local Government Turnaround Strategy municipalities to provide support with communication strategies and action plans, establishment of stakeholder forums, newsletters and presentations to councillors on key priorities.<br><br>Provided communication support and capacity-building, especially following the 2011 municipal elections.  | None  |
| Repositioning model for Thusong Service Centre Programme developed  | Held national Thusong Service Centre repositioning workshop with national, provincial and local stakeholders to maximise access to government services and information   | Facilitate establishment of Thusong Service Centre Programme to maximise access to government services – 186 operational centres         | Held one national intersectoral steering and four interdepartmental task team committee meetings.<br><br>Held 19 provincial intersectoral steering committee meetings provincially to oversee functioning of centres.<br><br>Conducted foundation management development course facilitated by Public Administration Leadership and Management Academy for 84 centre managers and “excellent customer care training” for 774 service-providers based at Thusong Service Centres. | None  |
| Roll-out of Thusong Service Centre Programme facilitated  | Established 15 Thusong Service Centres – 165 centres now operational.<br><br>Supported the Department of Public Service and Administration with the first Thusong Service Centre in an urban mall at Maponya Mall in Soweto now operational.   | Facilitate the establishment of the Thusong Service Centre Programme to maximise access to government services – 186 operational centres | Facilitated the operationalisation of six Thusong centres for the year, bringing total number of operational Thusong Service Centres to 171 countrywide  | Completed eight Thusong buildings and four centres are under construction |
| Number of government service and information access points increased  | Expanded programme by aligning over 40 joined-up mobiles: Over 4.1 million people served   | Facilitate alignment of mobile units   | Government services and information access points increased through 33 joined-up mobiles.<br><br>Key delivery departments serviced 133 service points.<br><br>Increased Thusong information access points through Phelophepa Health Train partnership project at 20 train stations:<br>101 732 beneficiaries serviced through integrated mobile units.   | None  |



|   |   |  |  |      |
|---|---|--|--|------|
| Awareness of programme increased  | No historical information   | Annual Report produced   | Increased awareness of programme through 170 marketing events.<br>Held Thusong exhibition at national South African Local Government Association conference.   | None |
| Participate in meetings of public participation forums at national, provincial and local levels | Provinces presented Public Participation Programme protocol approach to all local Government Turnaround Strategy municipalities.<br>Developed and updated communication strategy and shared in all integrated government relations structures.<br>Held interdepartmental workshop with media liaison officers and public liaison officers to align programme.<br>Held 940 participation events nationally and provincially. | Implement Public Participation Programme and communication feedback strategy to strengthen participatory democracy | Adopted communication approach for Public Participation Programme.<br>Made Public Participation Programme presentations to 107 communication forums at national, provincial and local levels.<br>Supported 224 Public Participation Programme events of Cabinet ministers and deputy ministers.  | None |
| Reports from political principals coordinated   | New indicator   | Consolidate reporting system for Public Participation Programme  | Provided status report on Public Participation Programme to mid-year Cabinet Lekgotla in July 2011 and to communication planning meetings for national heads of communication and media liaison officers   | None |
| Policy guidelines presented to national, provincial and local structures                        | Regular presentations to provincial and district forums on: NCS, Government Communication Programme, Local Government Turnaround Strategy communication approach, municipal protests approach, Public Participation Programme and Local Government Communication System Guidelines  | Number of presentations made to government structures  | Presented policy guidelines as part of the NCS to 14 departments and 28 public entities.<br>Held 80 presentations to government structures to share communication policy guidelines with communicators – especially new communicators.   | None |
| Compliance with approved guidelines   | New indicator   | 40% compliance with approved guidelines  | 57% provincial and local communication units are compliant   | None |
| Clusters and government communication forums coordinated  | Complied with policies, legislation and systems.<br>Coordinated the development of 27 departmental communication strategies and an average of five key messages weekly.   | Convene effective communication forums quarterly   | Coordinated two Internal Communicators' Forum meetings.<br>Held 186 communication forums meetings, which resulted in: <ul style="list-style-type: none"> <li>Developing and reviewing communication strategies and plans</li> <li>Providing guidelines on use of social media</li> <li>Developing an integrated calendar of events</li> <li>Providing communication capacity.</li> </ul> | None |

| <b>SUBPROGRAMME: PROVINCIAL AND LOCAL LIAISON</b>                                       |  |  |  | <b>Reason for variance</b>                                    |
|---|--|--|--|---|
| <b>Measure/indicator</b>  | <b>Baseline (actual output 2010/11)</b>  | <b>Actual performance against targets/milestone</b>  |  |   |
|   |  | <b>Target</b>  | <b>Actual performance</b>  |   |
| Communication forum informed by content relevant to government communication priorities | Held regular meetings and ensured that teams were informed about all key decisions in the organisation             | Convene focused cluster communication meetings   | Coordinated 29 communication cluster meetings to ensure coherence of government messages   | None  |
| Implementation of communication strategies and plans monitored through clusters         | Coordinated the development of 27 departmental communication strategies and an average of five key messages weekly | Biannual reports on implementation of communication programmes and plans for government departments              | Progress reports were discussed on implementation of communication plans at 20 communication cluster meetings.<br><br>Biannual reports on implementation of communication programmes and plans for government departments. | None  |
| % departments and clusters with compliant communication strategies                      | No historical information  | 50% of government departments with communication strategies compliant with GCIS policy guidelines                | 41% of government departments with communication strategies compliant to GCIS policy guidelines (14)   | Lack of submission of communication strategies by departments |
| Advice provided to departments on establishment of communication units                  | Coordinated the development of 27 departmental communication strategies and an average of five key messages weekly | Advice provided to at least five government departments for institutionalisation of communication units per year | Advice provided to six government departments  | None  |
| New departmental communicators go through GCIS induction programme                      | Participated in the induction of four communicators  | One induction session per quarter  | Inducted six new heads of communication in government  | None  |

### 3.4 Risk management

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

| No.   | Sub-objective  | Risks identified   | Mitigation strategy/action plan   | Annual progress  |
|---|--|--|---|--|
| <b>Key strategic objective: Strengthen and manage the government-wide communication system for effectiveness and proper alignment</b> |  |  |   |  |
| 1.  | Capacity-building for the government-wide communication system | Inability to provide the government-wide communication system with training courses (capacity-building)  | Appoint a training specialist to develop and implement a training programme and a government communication qualification  | The Chief Directorate: Communication Training and Development formally started operating in October 2011. A total of 99 municipalities and 164 communicators benefited from the training programme in five provinces. It commenced with training initiatives in municipalities in the Mpumalanga, North West, Eastern Cape and Limpopo. The unit procured an accredited service-provider to train 314 officials, councillors, mayors and speakers, including various national and provincial government officials in media management and general communication skills. A partnership was also established with Public Administration Leadership and Management Academy and Public Relations Institute of South Africa to host an Academic Symposium in the 2012/13 financial year to facilitate the introduction of a degree course focused on producing academically qualified government communicators. |
| <b>Key strategic objective: Build partnerships with strategic stakeholders in pursuit of GCIS' vision</b>                             |  |  |   |  |
| 2.  | Oversee the Public Participation Programme                     | Government is not aware of the number of Public Participation Programme events undertaken by political principals according to the set target of at least 10 Public Participation Programme activities per year as per principal | To institutionalise the use of the online information and communications technology platform for monitoring of the events and the compilation of progress reports for the Minister in The Presidency: Performance Monitoring and Evaluation as well as Administration | Provided a status report on the Public Participation Programme to the Mid-year Cabinet Lekgotla in July 2011, as well as to the communication planning meetings for national heads of communication and media liaison officers   |

| No.   | Sub-objective   | Risks identified   | Mitigation strategy/action plan   | Annual progress  |
|---|---|--|---|--|
| 3.  | Build relationships with the media  | Perceptions by the media that government intends to impose a media clampdown through legislation such as the proposed Protection of State Information Bill   | Institutionalise regular meetings between government and media bodies such as Sanef and FCA, including South African media owners   | Strategic and high-level meetings were held between the President and media owners, between the Cabinet (led by the Deputy President) and Sanef, between the GCIS CEO and the FCA and for the first time ever, the Deputy President engaged the Press Gallery Association  |
| <b>Key strategic objective: Operate an efficient, effective and compliant government communication organisation</b>                                       |   |  |   |  |
| 4.  | Ensure effective functioning of GCIS  | Misalignment between the business plans, Strategic Plan and Estimate of National Expenditure in terms of quantifiable core responsibilities, outputs, indicators and targets could impact adversely on the achievement of the GCIS mandate | The alignment of business plans to the GCIS Strategic Plan was a key focus for GCIS management in 2011/12   | GCIS senior management held a three-day strategic review and planning workshop in July 2011. An aligned three-year Annual Performance Plan was developed subsequent to the review and update of the strategic plan into a five-year period. The National Treasury was brought in to facilitate branch strategic and business planning sessions to ensure alignment to the framework for developing strategic and annual performance plans and to quality assure the plans. These plans were forwarded to the National Treasury and the Department of Performance Monitoring and Evaluation as legislated and to an external service provider for further assessment. |
| <b>Key strategic objective: Build partnerships with strategic stakeholders in pursuit of GCIS' vision</b>   |   |  |   |  |
| 5.  | Implement and monitor the communication strategy for the Thusong Service Centre Programme | Communities are not aware of the Thusong Service Centres Programme   | Monitor, evaluate and review the Thusong Service Centre communication strategy  | The implementation of the Thusong communication strategy was monitored. A total of 294 communication events were held to promote the centres.<br><br>While some review has been done on an ongoing basis during the reporting period, i.e., the decision to attend the South African Local Government Association conference attended by all mayors, a comprehensive evaluation and review are planned for May 2012.   |
| <b>Key strategic objective: Analyse the media environment and its communication implications and assess public perceptions of the mood in the country</b> |   |  |   |  |
| 6.  | Ensure a proactive government communication system  | Lack of quick responses to negative stories in the media and therefore these being taken as true   | Implementation of a 24-hour media monitoring system and an alert system that links to the Executive (7:00 daily), directors-general (5:00 daily) and heads of communication on a continuous basis | There has been a 100% success rate in the implementation of rapid response. Senior government officials have access to an early detection service (regardless of where they are in the world) and are able to keep up-to-date with key issues in the media space.  |