

Government Communication
and Information System

STRATEGIC PLAN

MEDIUM-TERM PERIOD
2025/26 – 2029/30

Empowering South Africans through communication excellence



government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA





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TABLE OF CONTENTS

EXECUTIVE AUTHORITY STATEMENT	2
DEPUTY MINISTER'S OVERVIEW	10
GLOSSARY OF TERMS	15
PART A: OUR MANDATE	16
1. CONSTITUTIONAL, LEGISLATIVE AND POLICY MANDATE	18
1.1 Constitutional mandate	18
2. LEGISLATIVE AND POLICY MANDATE	19
2.1 Legislative mandate	17
2.2 Policy mandates	17
PART B: OUR STRATEGIC FOCUS	18
1. VISION	18
2. MISSION	18
3. PAY-OFF LINE	18
4. ORGANISATIONAL VALUES	19
5. SITUATIONAL ANALYSIS	20

6. EXTERNAL ENVIRONMENT	33
7. INTERNAL ENVIRONMENT	35
8. OVERVIEW OF 2025/26 BUDGET AND MTEF ESTIMATES	38
PART C: MEASURING PERFORMANCE	40
9. INSTITUTIONAL PERFORMANCE INFORMATION	41
Measuring the impact	41
Measuring outcomes	41
10. IMPLEMENTATION OF THE DISTRICT DEVELOPMENT MODEL	51
11. KEY RISKS AND MITIGATIONS	52
12. PUBLIC ENTITIES	53
DEPARTMENTAL TECHNICAL INDICATOR DESCRIPTORS (TIDs)	54
ACRONYMS	73
GCIS PROVINCIAL OFFICES	76

EXECUTIVE STATEMENT BY THE MINISTER IN THE PRESIDENCY



For the 2025/26 - 2029/30 Strategic Plan (SP) period, the Government Communication and Information System (GCIS) will work to provide strategic leadership and coordinate a government communication system that ensures the public is informed and has access to information on government programmes and policies that benefit them.

The work done by the GCIS during the 6th Administration to review the organisational structure aligns it to the new vision of: “Empowering South Africans through communication excellence”. This has laid a foundation for expanded communication which enhances access to information, enables the public to participate in the country’s transformation and improve their lives.

The 7th Administration formed after the May 2024 elections, consists of 10 political parties, who have agreed on three strategic priorities. These are to: drive inclusive growth and job creation; reduce poverty and tackle the high cost of living; and build a capable,

ethical and developmental state.

These dovetail with the priorities of the GCIS, which are:

- informed and empowered citizens;
- a well-functioning government communication system;
- transformed mainstream print and digital media, advertising and community media; and
- improved governance and service excellence.

To achieve the outcome of informed and empowered citizens, the GCIS will develop and implement a Platform Strategy. This strategy will consolidate the intentional use of all platforms to support specific segments of the Government Segmentation Model (GSM), thereby increasing access to GCIS products and platforms across all segments. Additionally, there will be a deliberate focus on increasing the usage of all official languages in selected key GCIS products. This effort will culminate in the publication of entire editions of the flagship publication, *Vuk’uzenzele* in languages other than English.

Through its diverse range of publications and digital channels including *Vuk'uzenzele* newspaper, SAnews, *Public Sector Manager (PSM)* magazine, South Africa Yearbook (SAYB), GCIS-managed websites and social media platforms, the GCIS will sustain its efforts to keep the public abreast of government initiatives.

The GCIS will also continue to support the District Development Model (DDM) Presidential *Izimbizo*, which ensure that communities enjoy direct access to government leaders across all three spheres of government. The DDM Presidential *Izimbizo* are an important public participation platform which provides an opportunity for communities, social partners and various stakeholders, to provide their ideas and inputs on how to address challenges in respective district and metropolitan municipal areas guided by the One Plans which have been developed for each geographical space.

Over the five-year period of the SP, there will be a renewed focus on better understanding the needs of people through the power of research. A Research Strategy will be developed to provide

a clear roadmap to ensure that research outputs guide the implementation of both the SP and the Annual Performance Plan (APP). The strategy will also ensure that research is conducted systematically, enhancing the quality and reliability of the results in different areas of interest to the work of government.

The GCIS Tracker being a core part of the strategy, will provide deeper insights into an informed citizenry, and qualitative research will be conducted at least three times during the 7th Administration, 2025, 2027 (mid-term) and 2029, to have an in-depth understanding of the alignment and functioning of the government-wide communication system.

Work to better capacitate a well-functioning government communication system, will continue throughout this period. The revised Government Communication Policy (GCP) will be tabled for adoption and approval by Cabinet during this period as part of the effort to improve how communication in government functions.

Furthermore, in ensuring a well-functioning government communication system, the GCIS will work to develop the 2025-2030 National Strategic Communication Framework (NCSF). The NCSF will guide communication to advance the Medium Term Development Plan (MTDP) key priorities throughout the 7th Administration, while ensuring strategic communication coordination of the government communication system.

The NCSF will also inform departmental communication strategies to influence service delivery and implementation of priorities.



There will also be a renewed focus on providing skills to communicators, which is essential in ensuring the effective functioning of the system.

Training opportunities will be offered to government communicators in conjunction with the National School of Government (NSG).

The GCIS will also continue to facilitate the planning and implementation of priority campaigns on civic education, economic recovery and job creation, anti-corruption as well as gender-based violence and femicide (GBVF).

Aligned with the MTDP priorities, the GCIS will enhance the government's communication system through strategic media engagements. This creates platforms for proactive communication and ensures coordinated message delivery between government and the media. Various platforms and channels, including regular briefings and media roundtables, will be used to achieve this.

Another priority is to secure improved rates for government advertisements across commercial media platforms. To achieve this, the GCIS is developing a Media Buying Strategy aimed at ensuring cost savings, enhancing procurement capabilities, increasing local business participation and improving governance, oversight and accountability.

The GCIS will also continue work to support the community media sector through the allocation of 15% of the total annual advertising spend to community media platforms. This dual focus on both cost savings in commercial media and support for community outlets underscores the GCIS's dedication to a balanced and inclusive Media Strategy.

The drive to ensure transformed mainstream print and digital media, advertising and community media has been given a major boost with the launch of the revised Marketing, Advertising and Communication (MAC) Sector Code. The launch of the revised sector code was concluded after extensive consultation and engagement that included extensive public consultations hosted by the MAC Charter Council across all provinces in 2023.

The revised sector code seeks to assist the industry to become a mirror to society, which more accurately reflects the soul of the nation. It will also build on the work of the MAC Charter Council which is critical in broadening meaningful participation of blacks, women, youth and people with disabilities in the sector.

The final outcome, improved governance and service excellence, will be a major focus in the coming period.





This will be achieved through digital transformation strategic projects to be implemented in the next three years (2024/25 until 2026/27).

The GCIS will also continue sharpening the skills of its staff based on the outcome of a skills audit. Staff members will undergo training to enhance their skills and to ensure that the communication workforce is equipped to adapt to the changing landscape of technology and communication trends.

There will also be sharpened focus on language usage away from the current dominance of English, so that information on government programmes and services is availed in other official languages.

Over the 2025-2030 period, we are set to bring about exciting changes in the government communication landscape, which will enable the GCIS to ensure an informed citizenry empowered to change their lives for the better.

A handwritten signature in black ink, reading 'Khumbudzo Ntshavheni'.

Ms Khumbudzo Ntshavheni, MP

Minister in The Presidency

Date: 30 April 2025





DEPUTY MINISTER'S OVERVIEW

Thirty years into South Africa's democracy, the mandate of the GCIS remains more crucial than ever. Ensuring access to information that empowers our citizens to improve their lives is imperative to addressing the triple challenge of poverty, inequality and unemployment.

During the period 2025-2030, our task is to communicate with South Africans through mediums they can easily access and in a language that they prefer. This will ensure that they are empowered with timely and accurate information that moves them to action, to uplift their lives and our nation.

Using accessible platforms for timeous and accurate government communication, reaffirms our constitutional mandate to inform the public about government work and programmes. The Constitution of the Republic of South Africa of 1996, mandates that citizens receive information that is accurate, timely and proactive to empower and improve their lives.

This SP, details our roadmap to ensure that relevant information reaches all South Africans and to remind them of our combined responsibility to build our nation. It follows an evidence-based approach to communications, to ensure we not only reach South Africans across our nation, but remain firmly on track over the next five years.

The SP commits the department to four key areas of action that uplift communications across all three spheres of government. Through these targeted actions, the department will ensure that our communication system continues to be agile and responsive to the growing information needs of our citizens.

Firstly, the GCIS will drive the 2025-2030 NCSF which proposes a strategic approach in communicating government priorities and brings us closer to realising the objectives of the National Development Plan (NDP): Vision 2030.

The framework is based on the strategic commitments in the 2024-2029 MTDP and brings together all spheres of government in a united front to advance the



messages of hope, solidarity and South Africans working together to advance our development.

Importantly, the 2025 – 2030 NCSF will for the first time be supported by an implementation plan and accompanied by an assessment plan which defines clear objectives and key measures of success. The GCIS will also formalise the development of provincial equivalents of the NCSF.

In building a well-functioning communication system, the department will work to capacitate communicators by initiating a process to formalise the professionalisation of government communication. In partnership with the NSG, the GCIS will make available training opportunities for government communicators.

This will be supplemented by capacity building and induction initiatives for new entrants to the communication system.

Secondly, the department will develop and implement a Platform Strategy that intentionally uses all the GCIS platforms to support specific segments of the GSM. This will ensure that government information and messages resonate with specific audiences to have a greater impact.

The department's diverse range of platforms that include *Vuk'uzenzele* newspaper, SAnews, PSM magazine, SAYB, GCIS-managed websites and social media platforms, offer targeted channels to share vital information on key government interventions and programmes aimed at addressing everyday concerns and improving the well-being of South Africans. Through the implementation of the Platform Strategy from 1 April 2026 to 31 March 2030, there will be increased access and usage of our products and platforms across all segments.

Thirdly, over the next five years, the diversification of language usage will feature prominently in the work of the department, ensuring that our messaging is relevant, useful and available in all official languages. The improved language usage will mean that information on government programmes and services will be available in mother tongue languages, which goes a long way in assisting with assimilation and comprehension of content.

The department will ensure increased usage of all official languages on key GCIS products culminating in publications of entire editions of the flagship publication *Vuk'uzenzele* in languages other than English.



This significantly builds on current initiatives where certain *Vuk'uzenzele* articles, all Cabinet statements and the State of the Nation Address (SoNA) are translated into all official languages.

Lastly, the department will advance development communication through the GCIS provincial and district offices to drive government's socio-economic programmes and to unlock opportunities and empower communities. Our strategy is to advance communication interventions through community dialogues, community radio programmes and outreaches such as community radio talk shows, door-to-door outreach campaigns and mall and taxi rank activations.



Over the period, the department will continue to build on its support for DDM Presidential *Izimbizo* which remain an important public participation platform that provides an opportunity for communities, social partners and various stakeholders, to provide their ideas and inputs on how to address challenges in their area.

GCIS will continue rendering strategic oversight and support to Brand South Africa (Brand SA) and the Media Development and Diversity Agency (MDDA) to improve the capacity of these entities to deliver on their respective mandates. This includes the revision of the statutory form of Brand SA to ensure it is more agile to the task of enhancing the image of the country and promoting it as an attractive destination for trade and investment. A review report on a suitable form for the entity and possible revision of its founding principles will be undertaken to help chart the organisation's course into the future.

The first year of the SP coincides with the country's Presidency of the Group of Twenty (G20), which creates various communication and marketing opportunities for the GCIS

and Brand SA to reposition South Africa as a global leader in the areas of solidarity, human rights, peace and the fight against inequality. Over the medium term, there will be further collaboration between the GCIS and Brand SA in repositioning the country as an investment destination of choice and a rising nation in the world.

The GCIS will support the sustainability of the community media sector, which is critical in ensuring communities across our nation easily access the information they need on government interventions and programmes. In this regard, the department will oversee the finalisation of the MDDA Amendment Bill to bring further stability to the organisation and position it to continue building a thriving community and small commercial media sector.

In collaboration with the agency, the GCIS aims to strengthen the capacity development of the community media sector. This effort is part of a broader strategy for economic transformation, which includes the development and enforcement of Broad-Based Black Economic Empowerment (B-BBEE) Charter Codes. These codes are meant to be reflective of and responsive to the demographic and spatial profile of South Africans in order to promote redress and achieve inclusive growth and media sustainability.

In recognition of the critical role that community media plays in fostering diverse voices and information dissemination, the GCIS is committed to supporting the sustainability of this sector. Its plan to earmark 15% of the total annual advertising spend for community media platforms is commended.

Over the strategy period, the GCIS will also facilitate the planning and implementation of priority campaigns on civic education, economic recovery and job creation, anti-corruption as well as GBVF. These issues are reflected in the public opinion research as areas that concern citizens and which they feel should be prioritised by government, and as such require aggressive communication.

The department's evidence-based approach, which underpins this SP, is set to be a game-changer for the period ahead. By implementing targeted communication actions, continuously monitoring for relevance and assessing impact, the department will be able to fine-tune its communication to meet the needs of all citizens. Over the next five years, the department will conduct qualitative research in 2025, 2027 (mid-term) and 2029. The findings will inform the GCP at various stages of the administration. The GCIS will also undertake two research studies to determine if communication is aligned to the NCSF across the three spheres of government.

Through the implementation of this SP, the department will ensure that timely and relevant information empowers South Africans so that they can take charge of building their lives, communities and our country. I am confident we will communicate more effectively as we work in partnership to advance our nation.

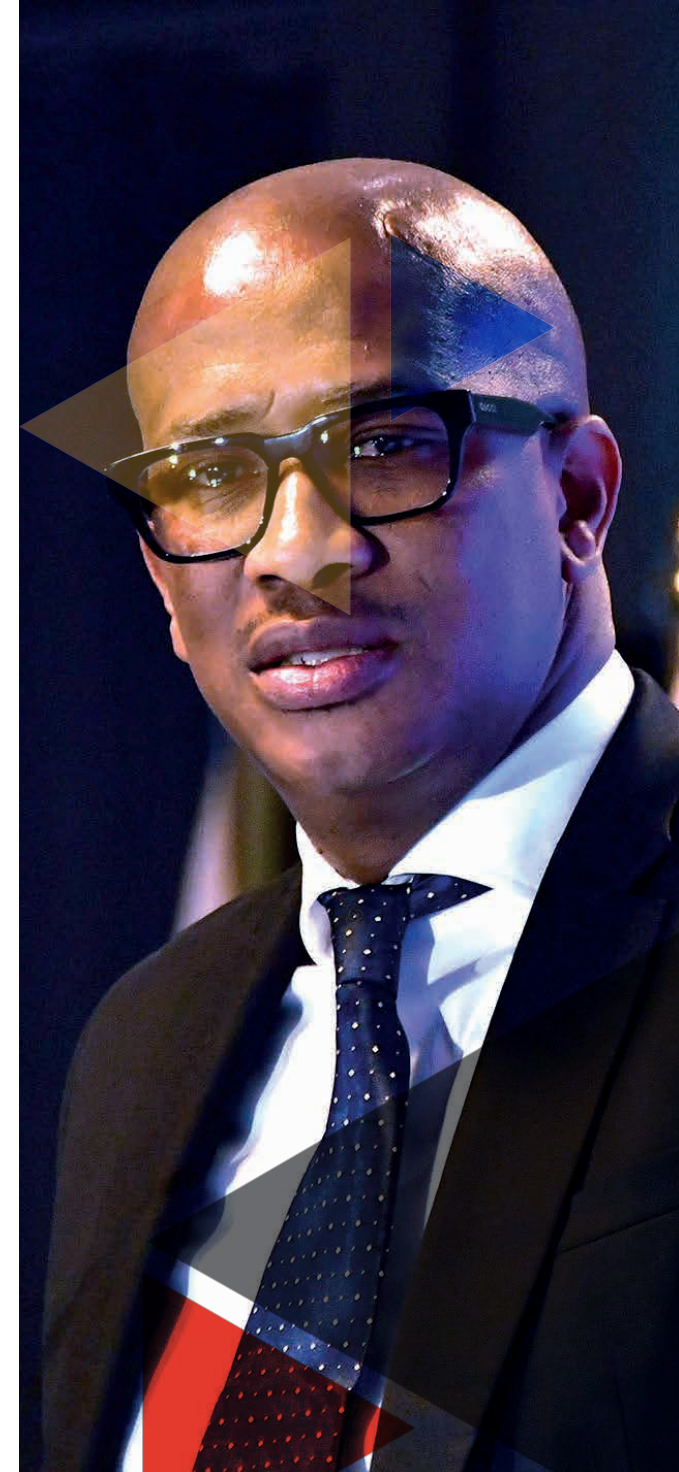


Mr Kenny Morolong, MP

Deputy Minister in The Presidency

Date: 30 April 2025





ACCOUNTING OFFICER STATEMENT



The GCIS is mandated to provide strategic leadership and coordinate a government communication system that ensures the public is informed and has access to government programmes and policies that benefit them. This mandate is derived from the Constitution of the Republic of South Africa of 1996 to provide citizens with information that is accurate, timely and accessible to improve their lives.

As our nation celebrates 30 Years of Freedom and Democracy, the GCIS Strategic Plan 2025 – 2030 coincides with the last five-year period for the attainment of Vision 2030 contained in the NDP. Therefore, it becomes critical to ensure that our communication reflects the progress we have made as a nation in-so far as implementation of the NDP objective of reducing poverty and inequality in South Africa is concerned.

The SP will be guided by the three priorities of the 7th Administration (i) growing the economy and creating jobs (ii) reducing poverty and tackling the high cost

of living and (iii) building a capable, ethical and developmental state. In addition to these priorities, is the civic education work that the GCIS will undertake in preparation of the 2026 Local Government Elections.

The NDP underscores how leadership, an active citizenry and effective government can help drive development in a socially cohesive environment. Similarly, coherence of the government communication system is among the priorities of the medium term, to ensure that government messaging remains efficient, credible and responsive.

The differentiator which marks this SP is the culmination of lessons learnt and best practices towards a results-based government communication system, while underscoring that effective government communication is both an art and a science, requiring a combination of creative skills, technical expertise and strategic planning. The need to ensure coherence in government messaging, seeks to provide compelling messages that are clear, concise, engaging and resonate with diverse audiences in all official languages.

The period will also demand more effective use of resources by using evidence-based communication and empirical findings to ensure targeted communication that is purposeful towards empowering citizens with information.

At the heart of our efforts, we endeavour to deepen community engagements and dialogues as part of ensuring development communication. Ensuring that we leave no-one behind requires a genuine commitment to inclusivity, which is why the GCIS will enhance inclusivity by increasing community dialogue using face-to-face engagements and community media which allows government to target specific audiences, thereby increasing the effectiveness of communication efforts.

The GCIS, in collaboration with the MDDA, will utilise community media to foster a stronger and more direct communication channel with citizens, which nurtures increased engagement – where an active citizenry remains a key driving force to achieving Vision 2030 of the NDP.



By leveraging community media, government can enhance communication efforts, increase citizen engagement and build stronger relationships with local communities.

A further critical level is through social and digital media, which emphasises visual storytelling and using images, videos and infographics to convey complex information in an accessible and impactful way.

While the GCIS has prioritised research-based communication to develop targeted and effective communication strategies, data and analytics across the government communication system will be used to inform communication strategies, measure effectiveness and adjust tactics.

In addition to audience segmentation, the Government Communication Excellence Tool (G-CET), since being piloted during the COVID-19 pandemic, has developed into a tool for assessing government communication performance. Over the medium term, this tool will serve as a monitoring and evaluation tool to continuously assess output, and ultimately the impact and effectiveness of coherence in the government communication system.

This will further position the GCIS as a results-based department that ensures government communication is accessible and inclusive for all citizens, including those with disabilities and language barriers.

Fostering trust and credibility among citizens, media and stakeholders through transparent, accountable and responsive communication will be driven through embracing both the art and science of government communication.

The GCIS will pay special attention to strengthening relationships, while building new ones with various stakeholders to ensure amplification of government messages and maximise the impact government communication should make both domestically and internationally.

The medium term will also see South Africa's increasing role in international relations, with a strong focus on advancing the African agenda and promoting global cooperation.

As a member of various international organisations such as the United Nations (UN), African Union (AU) and the Brazil, Russia, India, China, South Africa-plus (BRICS+) grouping, the GCIS will communicate South Africa's role towards global discussions on issues like peace and security, human rights and sustainable development.

The medium term will see further collaboration with Brand SA in repositioning the country as a country of choice, while also leveraging on the country's Presidency of the G20 to enhance international communication.

With the use of Artificial Intelligence (AI), the reality of misinformation and disinformation affecting the globe has become a reality which necessitates intensifying collaboration efforts with various institutions to create awareness and combat misinformation and disinformation.

Implementation of the SP through the APPs of the GCIS and its entities, cluster communication plans as well as individual departmental communication plans will ensure that government engages, informs and inspires citizens – ultimately contributing to better governance, social cohesion and economic development.

The higher purpose of government communication lies in creating an informed and empowered citizenry, which is an integral part of effective and responsive policy formulation and implementation – a key enabler to realising Vision 2030 of the NDP. I am confident that the department will be able to deploy its resources to the priorities identified in this plan to influence the public mood and harness the goodwill of every South African towards building a better country.

12



Ms Nomonde Mnukwa
Acting Accounting Officer
Date:



OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan 2025 – 2030 was developed by the management of the GCIS under the guidance of Minister Khumbudzo Ntshavheni. It considers all the relevant policies, legislation and other mandates for which the GCIS is responsible.

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

Mr Sathasivan Vandayar

Acting Deputy Director-General: Corporate Services

Signature: 

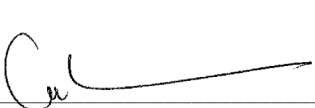
Mr Sandile Nene

Acting Deputy Director-General: Content Processing and Dissemination

Signature: 

Mr Michael Currin

Deputy Director-General: Intergovernmental Coordination and Stakeholder Management

Signature: 

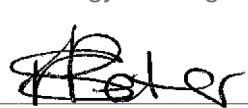
Ms Gcobisa Soci

Chief Financial Officer (CFO)

Signature: 

Ms Nomkhosi Peter

Chief Director: Strategy and Organisational Performance

Signature: 

Ms Nomonde Mnukwa

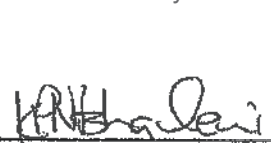
Acting Director-General (DG) and Accounting Officer

Signature: 

Approved by:

Ms Khumbudzo Ntshavheni, MP

Minister in The Presidency

Signature: 
Date: 30 April 2025

GLOSSARY OF TERMS

This glossary of terms provides selected terms with corresponding definitions applied in the context of the GCIS. The definitions provided are not direct extracts from any dictionary or academic source.

TERM	DEFINITION
Artificial Intelligence (AI)	An engineered or machine-based system that can, for a given set of objectives, generate outputs such as predictions, recommendations, or decisions influencing real or virtual environments. AI systems are designed to operate with varying levels of autonomy. In communications, AI has been identified as posing risk for the spread of misinformation and manipulation.
Campaign	A defined, coordinated effort initiated by government on a particular issue, service or product to achieve specific objectives aimed at informing, influencing or engaging the public on key issues, policies or programmes.
Cluster communication	Groupings of government departments with cross cutting programmes that foster an integrated approach to governance aimed at improving government planning, decision-making and service delivery.
Cluster Communication Programme	A structured communication initiative designed by departments within the cluster to facilitate effective communication and engagement, and to inform and mobilise specific groups of people or citizens.
Communication environment	The setting or context in which communication occurs. This includes the physical space, cultural norms, political context, media landscape and psycho-social dynamics that influence how messages are sent, received, and interpreted.
Communication excellence	Conveying messages clearly, effectively and persuasively in various contexts to ensure that it is understood and acted upon in a way that builds trust, collaboration and achieves the desired outcomes.
Coordinate	Enabling communication and cooperation among government departments to ensure they are working in harmony to communicate with the public.
Communication training opportunities	Training programmes aimed at enhancing the skills of public servants and members of the Executive Authority to communicate effectively with citizens and stakeholders.

TERM	DEFINITION
Development communication	The art of informing and educating people about their rights, obligations and responsibilities as citizens; governments' socio-economic programmes and opportunities, and how to access them for their wellbeing.
Digital transformation	Integration of digital technology across all areas of an organisation to create new—or modify existing—business processes, culture and customer experiences to meet changing business and market requirements. Digital transformation modernises processes, products, operations and technology to enable continual and rapid innovation in product and service delivery. This integration fundamentally changes how a department operates and delivers valued services to citizens to promote service delivery.
Effective communication	Convey information or a message clearly, unambiguously, transparently and consistently so that the intended recipient understands it as intended.
Empowered citizens	Empowered citizens possess the knowledge, skills, confidence and resources to actively participate in societal, political and economic processes. They can make informed decisions, advocate for their rights and influence policies and actions of government or other institutions. They are able to exercise active citizenry and hold government to account through two-way communication and engagement.
Facilitate access to information	Create an environment where information is easily accessible and flows transparently, accurately and efficiently to ensure that the public is informed, engaged and able to participate in activities affecting them.
Government communication system	Structures, processes, technologies and strategies used by government to efficiently disseminate information and collaborate with other government entities and citizens to ensure that messages are delivered effectively, transparently and timeously.
Government communicator	A professional public servant employed in a national, provincial or local government department who oversees communication strategies and plans for government departments or ministries and ensures the execution of the communication plans.

TERM	DEFINITION
Government Communicators' Forum	A platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the government's commitment to accelerate service delivery and achieve mutual objectives.
Government Communication Plan	A strategic framework that outlines how government will communicate with the public and stakeholders to ensure that messages are clear, consistent and aligned with the overall government objectives and public interests.
Influence	Refers to the power or ability to guide, inspire, encourage and affect individual thoughts, feelings, or actions. It involves shaping opinions, behaviours, or decisions to create positive and meaningful impacts in personal, professional or societal contexts.
Informed citizens	An informed citizen is knowledgeable about their rights, responsibilities, government policies, societal issues and current events. Informed citizens have access to and are equipped with accurate, timely and relevant information.
Internal Communicators' Forum	A platform where government communicators discuss strategies aimed at empowering public servants with information relating to government programmes and services so that they can be government ambassadors in their communities.
Key messages	Central and carefully crafted messages to ensure clarity, consistency, and alignment with government priorities and policies, services and products. Key messages are brief, clear, and concise messages/statements often used to communicate complex information in a simple and easily understandable way.
Lead	Managing and directing how government communicates with the public, media and other stakeholders through developing and implementing strategies, ensuring consistent and transparent messaging, handling media relations and addressing crises.
Language usage	The use of language to foster relatability and understanding of the message by the target audience.
MAC Charter Council	Marketing, Advertising and Communications (MAC) Charter Council is a leading authority in the media, advertising, and communications industry, dedicated to promoting diversity, equity, and innovation in the sector. The MAC council is established under the auspices of the BBBEE Act.

TERM	DEFINITION
Opinion pieces	Official articles authored by government representatives to express views on policies, initiatives or current events to inform, persuade, and build public support by providing insight into government actions or perspectives.
Platforms	Systems, technologies or infrastructure that facilitate interaction, communication or information between users. For example: social media platforms and messaging applications.
Proactive communication	Intentional, transparent and timely efforts to share information, address concerns and engage with members of the public before issues escalate. In proactive communication, the government or government departments voluntarily share information, provide updates, address concerns and tackle potential problems. This builds trust and accountability and collaboration with citizens.
Products	Materials or tools designed to support communication efforts by conveying messages, information or ideas to an audience, often a particular segment of the population.
Project	A temporary initiative with specific timeframes to address societal needs and serve the public interest. Projects involve a coordinated series of carefully planned activities that are executed to achieve a specific objective. Projects may be undertaken as part of a campaign.
Tracker survey	A quantitative, nationally representative research survey conducted by GCIS to assess citizens' overall sentiments about the country, their opinion on government's performance in all priority areas, information needs and communication preferences.
Vuk'uzenzele	GCIS flagship product and free digital newspaper aimed at keeping communities in rural and peri-urban areas informed about the policies, programmes and activities of government as well as enhancing access to socio-economic opportunities. Vuk' is mainly targeted at the Rooted Realists and City Seekers.
Well-functioning government communication system	A coordinated and efficient system that ensures coherent messaging, consistent positions and uniformity of messages across all three spheres and all components of government.

PART A: OUR MANDATE

1. CONSTITUTIONAL, LEGISLATIVE AND POLICY MANDATE

1.1 Constitutional mandate

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

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

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

The primary responsibility of the GCIS is to ensure the democratic strength, success and security of the country through rapid, responsive and continuous communication of government's achievements in meeting the mandate to serve given by the citizens of South Africa. The strategic intent speaks of necessity, and therefore of the broad agenda of the 7th Administration – a Government of National Unity (GNU) where partners uphold the rule of law

and have a Statement of Intent as their source of governing agreement. The GCIS is responsible for providing strategic leadership and coordinating a government communication system that ensures that the public is informed and has access to government programmes and policies that benefit them.

This GCIS Strategic Plan 2025 – 2030 is informed by the above-stated mandate, various relevant legislative mandates and related government policies and directives outlined below.

2. LEGISLATIVE AND POLICY MANDATE

2.1 Legislative mandate

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

- **Public Finance Management Act (PFMA), 1999 (Act 1 of 1999)**, as amended Section 27(4) of the PFMA of 1999 provides the basis for the development of measurable objectives which must be included in national and provincial institutions' annual budgets. Sections 40(3) and 55(2) of the PFMA of 1999 provide the basis for reporting performance against predetermined objectives in institutions' annual reports.
- **Media Development and Diversity Agency (MDDA) Act, 2002 (Act 14 of 2002)**: To establish the MDDA with the objective to promote development and diversity in the South African media consistent with the right to freedom of expression, in particular – (a) freedom of the press and other media; and (b) freedom to

receive and impart information or ideas, and for that purpose to, amongst others: encourage ownership and control of, and access to, by historically disadvantaged communities; and encourage the channelling of resources to the community media and small commercial media sectors.

- **Brand South Africa (Brand SA) Trust Deed**: To develop and implement proactive and coordinated marketing, communication and reputation management strategies for South Africa. The ultimate aim is to contribute towards economic growth, job creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of Brand SA.
- **Electronic Communications Act, 2005 (Act 36 of 2005)**: To promote convergence in the broadcasting, broadcasting signal distribution and telecommunications sectors, and to provide the legal framework for convergence of these sectors; to make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting services; to provide for the granting of new licences and new social obligations; to provide for the control of the radio frequency spectrum; to provide for the continued existence of the Universal Service Agency and the Universal Service Fund; and to provide for matters incidental thereto.
- **Use of Official Languages Act (UOLA), 2012 (Act 12 of 2012)**: The UOLA of 2012 strives to give effect to the constitutional obligation of multilingualism. The legislation requires that every national department, national public entity

and national public enterprise must adopt a language policy and establish a language unit.

2.2. Policy mandates

The work of the GCIS is guided by:

- 2.2.1. Government Communication Policy (approved by Cabinet in 2018, under review and will be replaced once Cabinet approves the updated policy).
- 2.2.2. National Communication Strategic Framework 2025 – 2030 approved by Cabinet on 26 February 2025.

PART B: OUR STRATEGIC FOCUS

1. VISION

Empowering South Africans through communication excellence.

2. MISSION

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

3. PAY-OFF LINE

The pulse of communication excellence in government.

4. ORGANISATIONAL VALUES

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

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

5. SITUATIONAL ANALYSIS

5.1 INTRODUCTION

At the start of the 6th Administration, the GCIS was relocated to report under the Minister in The Presidency. Incidentally, this move coincided with the onset of the COVID-19 pandemic.

According to the ComTask Report (1997) which established the GCIS, this department has a twin mandate (a) to coordinate, guide and lead the government communication system; and (b) to provide information to citizens to improve their lives. The GCIS had mixed success during the 6th Administration. Even though COVID-19 presented a plethora of challenges, the GCIS rose to the occasion and marked numerous communication milestones both in the fight against COVID-19 and achieving performance targets for 2024.

At the height of the pandemic and related lockdowns, the government website (hosted and administered by GCIS), www.gov.za emerged as the first port of call for many South Africans looking for information on Covid-19 and government support. Through direct and unmediated communication engagements, government messages reached over 53 million people.

Building off the success of the COVID-19 communication work, the organisation adopted four campaigns that would feature prominently in its work for the duration of the 2020 – 25 SP term. These were GBVF, Anti-Corruption, Economic Reconstruction and Recovery Plan (ERRP) and the Fight Against Crime. Through its leadership of communication coordination using the Forum of South African Directors-General cluster system, the GCIS spearheaded the development of cogent cluster programmes of communication across these campaigns.

5.2 UNDERSTANDING THE GOVERNMENT COMMUNICATION ENVIRONMENT

The GCIS is responsible for coordinating government communication to ensure that members of the public are informed and have access to government programmes and policies that benefit them. The government communication system is made up of communication functions (and related staffing and resourcing) across all three spheres of government. The reference to a system implies that the GCIS coordinates, guides and directs the system in recognition of the separation of powers and guided by the constitutional principles of accountability and transparency.

It is estimated that the system is made up of no less than 1 395 government communicators (based

on PERSAL data), including Media Liaison Officers and Spokespersons. Fora such as the Government Communicators Forum (GCF) and the Internal Communicators Forum (ICF) provide a platform for agenda setting. Between 1 April 2020 and 31 March 2024, the GCIS convened over 40 ICFs and around 12 GCFs covering topics such as COVID-19, the 2024 National General Elections, the GNU and the SoNA.

The GCIS guides and directs the communication system using the NCSF issued every five years to align with the MTDP and the GCP. The NCSF was revised and approved by Cabinet in October 2022. It is recognised that the 2019 – 2024 NCSF did not have an implementation plan, posing a challenge to the quantitative and qualitative post implementation assessments of the priorities it had identified. The NCSF 2024 – 2029 will be accompanied by an implementation plan, the Integrated Government Communication Plan (IGCP), as well as cluster communication plans developed annually to inform the measures against which the clusters will be assessed. Like the MTSF, a mid-term and end-term performance report on the NCSF will be introduced. These aspects will also be factored into the standards of the G-CET in the corresponding period.

The work of strengthening government communication monitoring and evaluation will be sustained through the G-CET by building focus of the tool to include indicators that ensure communication resourcing and readiness to implement the NCSF, quantitative and qualitative indicators that strategically work together to provide a richer story of government communication performance. The tool will also contribute to the broad analysis of the GNU's communication performance and coherence.





The GCP was approved by Cabinet in 2018 and sets out the rules, processes and procedures for communication within government departments and across national, provincial and local governments. Compliance to the GCP is also measured using the G-CET to monitor pre-determined communication performance areas. Over the period 1 October 2021 to 31 March 2024, overall compliance to the GCP was at 75% for national government departments, affirming the existence of basic communication enablers among departments. In the same period, the GCIS sought to progressively introduce the G-CET to other spheres of government, starting with the provinces.

Compliance with the GCP was formally limited to five basic qualitative indicators that enable communication implementation. Progressive assessment of national government compliance with the GCP will include quantitative indicators that represent various communication functions and/or platforms that are represented throughout the chapters of the GCP.

To strengthen the functioning of the system, the GCIS requires formal empowerment provisions of both authority and enforcement to oversee compliance to government communication prescripts. More interventions need to be employed by government through development communication to create active citizenry, thereby bridging the gap between government and society on key issues that members of the public can participate in to improve their lives.

5.3 RESEARCH TO INFORM COMMUNICATION CONTENT

In better understanding the dynamics of the communications environment within which government is mandated to serve citizens, the GCIS has since 2003 conducted continuous quantitative tracking research to assess the mood of the nation, the public's perception of government's performance in key priority areas, and communication needs and preferences.

This quantitative research, also known as 'Tracker', has a question on the direction in which the country is going, challenges facing the country that government should address and trust in the country's institutions. These questions contribute towards understanding influencers of and capturing a snapshot of the mood of the nation. G-CET and Tracker are part of continuous work of the government communication system that provides empirical evidence to sustain professional and effective government communication.

Research findings from the 2023/24 data collected before the 2024 National General Elections showed growing negativity regarding the direction of the country, with 78% of citizens holding the view that the country was going in the wrong direction compared to 73% in 2022/23. The increase in negativity was also observed during the 2019 election year, when

pessimism grew from 67% in 2018/19 to 72% in 2019/20. Additionally, a myriad of challenges facing the country such as high unemployment (58% mentions), crime (28% mentions), corruption (26% mentions) and electricity supply constraints (26%) were mentioned in 2023/24 as challenges that the government should address. These challenges, some of which research also revealed to be reasons for the sentiment around the wrong direction of the country, have remained consistent since 2021/22.

Though the overall levels of trust in national and local government increased during the period 2019 to 2024, they remain lower than trust levels for various other institutions. More recently (2023/24), 46% of South Africans completely trusted/to some extent trusted national government compared to 38% in 2022/23, and 41% had the same positive sentiment in 2023/24 for local government/municipalities compared to only 22% in 2022/23. The findings are used by government departments to inform decision-making on interventions, content development and campaign planning. The results serve as a reminder of the communication context in which government messaging and communication is intended to empower, inform and inspire citizens.



Digital media continues to play a major role in ensuring that government messages reach a wide audience, while also making sure that government services are more accessible through online platforms. The GCIS capacitates communicators to monitor conversations on social media, with a view to deal with disinformation and misinformation and to assist in shaping messages and content to immediately address information gaps.

Improvement in citizens' lives can truly be achieved through transformed and sustained communication platforms. This mandate of the GCIS is further found in Chapter 14 of the NDP's Vision 2030, which acknowledges that access to information using print, broadcasting and electronic media is vital for an informed citizenry and economic development. Adhering to this mandate, the department plays a pivotal role in securing a democratic society, building social cohesion and enabling economic transformation through information on access to opportunities.

The specific outcome on the transformed MAC sector is aligned to government's objectives of promoting black economic empowerment as articulated in the Broad-based Black Economic Empowerment (B-BBEE) Act of 2003, as well as the objectives of the NDP, particularly on broadening economic opportunities for all South Africans, especially historically disadvantaged individuals.

The aim is to ensure that inequalities of the past are addressed, build an inclusive economy, and increase the quantity and quality of black individuals who have ownership and control of new and existing enterprises. The dynamics of this growing population is reflective of a proudly diverse heritage with one of the most heterogeneous populations in the world.

What this demands is an increasing need for a MAC sector that is transformed and that when viewed collectively, reflects the population of the country.

Despite many initiatives aimed at transforming the MAC sector initiated by the Portfolio Committee on Communications in 2001, long before the B-BBEE Act was developed and signed by the President into law, the MAC sector remains untransformed. This means that to date, transformation in this sector has not been monitored and reported on to the Minister in The Presidency, the Department of Trade Industry and Competition (the dtic), B-BBEE Commission, Parliament and the Presidential Advisory Committee on B-BBEE.

5.4 BRIDGING THE INFORMATION GAP AND USE OF THE GOVERNMENT SEGMENTATION MODEL (GSM)

South Africa is still faced with the challenge of eliminating inequality among its residents. The digital divide between rural, urban communities, the poor and the rich remains a priority for government to ensure that all have equal access to services and information that will empower them to transform their lives for a better future.

South Africa belongs to all who live in it – and with the release of the Census 2022 (SA's first digital census, which is aligned to international and UN acclaimed methodologies), we are equipped with information to the level of the 4 468 wards. The findings show that South Africa is on the path of a developing country with an increasing population from 40 583 573 in 1996 to a population size of 62 027 503 in 2022.

The communication environment has also seen unprecedented changes brought about by growth in digital technologies. South African citizens adopted these technologies, to the demise of print and



broadcast media. This meant that the GCIS had to swiftly adapt to new ways of consuming media and change strategies that lean towards online distribution of content. Notable is that what used to command the attention of the country for breaking news in printed format is no longer the case, as news can now be accessed via online. These online platforms now attract large audiences are now a dominant feature in the South African media and social landscape.

In addition, the prevalence of smartphones is approximately 100 million, which means that most citizens have the potential to be content generators. This creates the risk of having unverified content going viral and not aligning with factual content from government. However, amidst this digital growth, the country is still experiencing a digital divide due to the high cost of data and poor connectivity. High-speed affordable broadband is yet to be rolled out to rural and peri-urban areas.

The dynamics of this growing population are reflective of a proudly diverse heritage with one of the most heterogeneous populations in the world. What this demands is an increasing need for a MAC sector that is transformed and that when viewed collectively, is a true reflection of the country's population.

In addition, the heterogeneity of the population also means that to effectively execute our communication mandate, we need a better understanding of the people we serve, their demographic profile, prevalent perceptions, beliefs and values regarding government service delivery performance in priority areas. This is necessary to develop relevant government communication that leads to the desired behavioural and/or perception change among identified audience segments.

Therefore, in 2016, the GCIS Research unit developed the Government Segmentation Model (GSM) and launched the first iteration, an audience segmentation model, that enables communicators to understand citizens better and create greater alignment between citizens' government information needs and government services and messages, campaigns, programmes and initiatives.

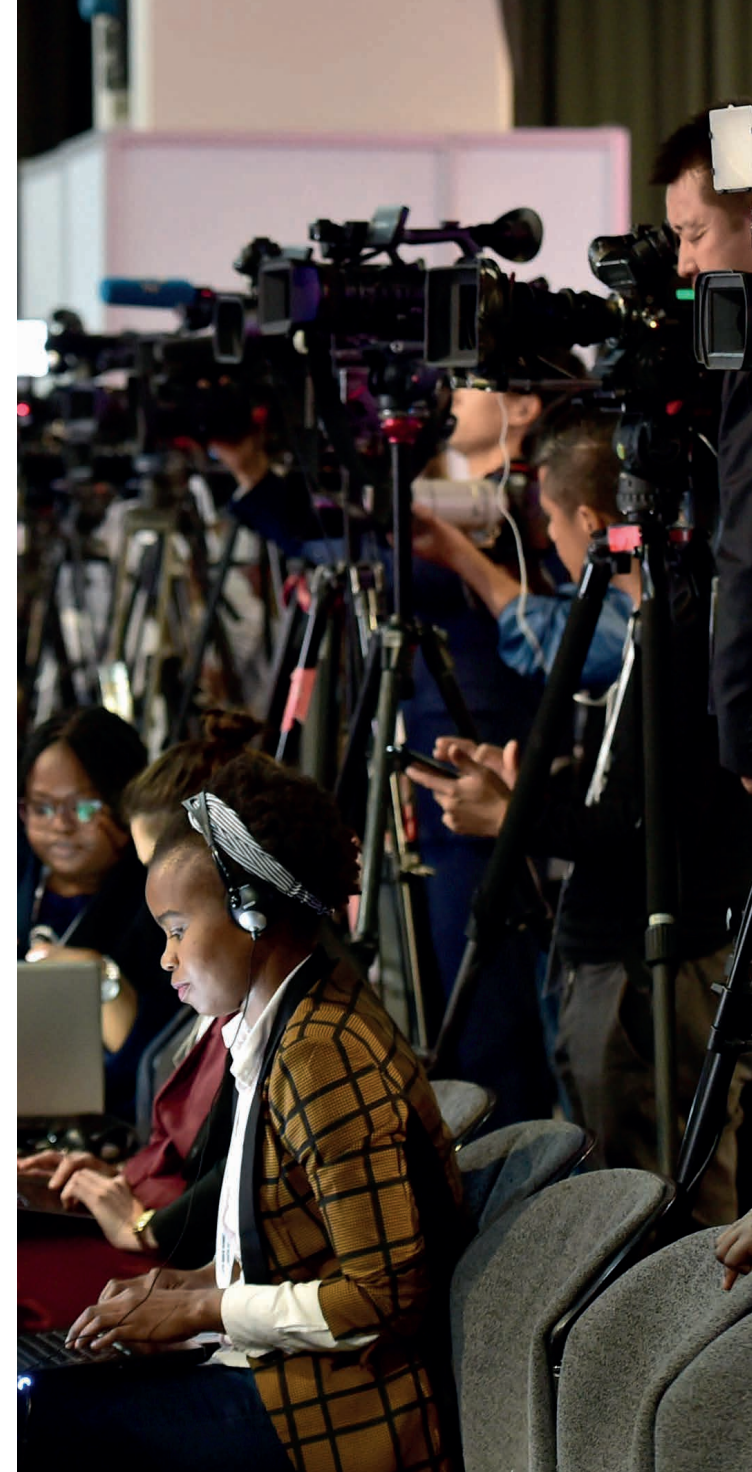
To ensure currency and relevance, the GSM has been reviewed twice, with the latest review concluded in 2023/24, titled *GSM 3rd Edition: Revisiting the Government Segmentation Model*. Finally, for purposes of media consumption behaviour analysis, the segments are aligned to the latest available media consumption data using Socio-Economic Measure (SEM) and geotype as 'hooks' because these variables are captured in both the GSM and media consumption data. The alignment enables communication researchers, communicators and planners to create their own GSM segment codes

and analyse media consumption behaviour of the different segments easily. The analysis is also used for media planning.

5.5 USE OF SOCIAL MEDIA

The GCIS operates within an environment where the country is still facing a challenge of technological infrastructure in rural communities. According to the Census General Household Survey, 59.2% of the rural communities use mobile devices to access the internet. However, unreliable cellphone network coverage makes it difficult for the citizens to access information shared via new media, thereby depriving them of the right to access information timeously. Internet usage also comes with the challenge of high data costs, resulting in citizens not being able to afford data to access the internet.

According to the G-CET Report of April to September 2023 in Figure 1 below, there has been an increase in access to the internet. However, there are still some barriers to consistent, continuous, universal access such as data costs and stable connectivity. There is an urgent need to address this digital divide by rolling out infrastructure and introducing zero-rated public interest online platforms.



A summary of performance by national departments on the use of social media is set out in Diagram 1 below.

DEPARTMENT	FACEBOOK FOLLOWERS (As at AUG 14th) Q1	FACEBOOK FOLLOWERS (As at OCT 11th) Q2	X FOLLOWERS (As at AUG 11th) Q1	X FOLLOWERS (As at OCT 11th) Q2	TOTAL FOLLOWING (Q1 FB & X)	TOTAL FOLLOWING (Q2 FB & X)
THE PRESIDENCY	1 000 000	1 000 000	2 400 000	2 400 000	3 400 000	3 400 000
HEALTH	2 100 000	2 100 000	406 900	407 900	2 506 900	2 507 900
SOUTH AFRICAN POLICE SERVICE	1 200 000	1 200 000	1 100 000	1 200 000	2 300 000	2 400 000
GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM	921 000	950 000	756 200	767 000	1 677 200	1 717 000
DEFENCE	387 000	398 000	87 100	89 500	474 100	485 500
HOME AFFAIRS	232 000	234 000	198 001	201 300	430 000	435 300
BASIC EDUCATION	103 000	104 000	301 600	301 900	404 600	405 900
EMPLOYMENT AND LABOUR	236 000	239 000	122 300	123 500	358 300	362 500
HIGHER EDUCATION AND TRAINING	226 000	227 000	43 700	42 600	269 700	269 600
SPORTS, ARTS AND CULTURE	20 000	23 000	238 900	239 000	258 900	262 000
SOCIAL DEVELOPMENT	180 000	181 000	75 600	76 300	255 600	257 300
WATER AND SANITATION	154 000	155 000	64 300	64 600	218 300	215 600
INTERNATIONAL RELATIONS AND COOPERATION	63 000	64 000	106 000	109 800	169 000	173 800
NATIONAL TREASURY	3 700	3 800	152 700	152 500	156 400	156 300
TRADE, INDUSTRY AND COMPETITION	46 000	46 000	102 100	102 200	148 100	148 200
TOURISM	100 000	102 000	41 700	41 800	141 700	143 800
COOPERATIVE GOVERNANCE	40 000	40 000	89 800	94 300	129 800	135 300
TRANSPORT	45 000	46 000	84 100	85 400	129 100	131 400
JUSTICE AND CONSTITUTIONAL DEVELOPMENT	54 000	54 000	72 400	73 900	126 400	127 900
SMALL BUSINESS DEVELOPMENT	79 000	80 000	30 200	30 300	109 200	110 300
HUMAN SETTLEMENTS	78 000	76 000	30 200	30 500	106 200	108 500
AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT	50 000	50 000	39 200	40 300	102 200	106 300

PUBLIC SERVICE AND ADMINISTRATION	50 000	51 000	42 500	43 900	92 500	94 900
SCIENCE AND INNOVATION	31 000	32 000	43 700	44 000	74 700	76 000
MINERAL RESOURCES AND ENERGY	16 000	17 000	47 500	48 000	63 500	64 000
ENVIRONMENT, FORESTRY AND FISHERIES	32 000	30 000	25 800	25 800	56 000	57 800
PUBLIC ENTERPRISES	26 000	26 000	26 000	26 700	51 000	52 700
WOMEN, YOUTH AND PERSONS WITH DISABILITIES	10 000	10 000	27 900	28 100	38 900	40 100
COMMUNICATION AND DIGITAL TECHNOLOGIES	11 000	11 000	21 100	21 600	32 100	33 600
MILITARY VETERANS	14 000	14 100	14 100	14 100	33 100	33 100
PUBLIC WORKS	16 000	17 000	7 070	7 249	23 070	24 249
CORRECTIONAL SERVICES	9 000	10 000	14 500	14 700	23 500	28 800
PERFORMANCE MONITORING AND EVALUATION	5 200	5 500	14 100	14 200	19 300	19 700
	7 553 900	7 621 400	6 825 870	6 962 949	14 379 770	14 584 349

Diagram 1: Use of social media by national departments

As at 31 March 2024, the GCIS had reached 28 479 posts across all GCIS-managed social media platforms. Collectively, this meant total reach of 138 902 033; significantly broadening the audience for government communications. Engagement rates were relatively high for the same period, demonstrating public interactions with 4 506 544 engagements including likes, comments and shares.

Followers on traditional social media grew to 4 047 296. In September 2023, the GCIS launched a dedicated WhatsApp channel, which has rapidly gained traction with over 1 549 753 followers.

Moving forward, the GCIS Social Media Strategy will focus on leveraging digital platforms to enhance government communication, engagement and transparency. The strategy targets a digitally connected audience using relatable, visually

engaging content. We will implement real-time query resolution, branded hashtag campaigns (e.g. #GovZAUpdates, #ServiceDeliveryZA), and align messaging with trending government-related topics.

Our content themes will strike a balance between strategic government content, service delivery updates and light-hearted weekend content aimed at making government communication more relatable. Through our social media omnichannel system and WhatsApp chatbot pilot, we will streamline query responses and improve citizen interaction. These technologies ensure efficient service delivery across multiple departments, supporting the GCIS's commitment to modernising digital engagement.

The strategy is supported by data-driven insights and innovative approaches, including real-time content optimisation, leveraging social trends and

focusing on high-impact platforms with high organic reach potential. Through the Social Media Strategy, the GCIS aims to achieve measurable results such as increased reach and engagement, while fostering trust and accessibility through impactful, user-centred communication.

5.6 GCIS PRODUCTS AND PLATFORMS

The GCIS is committed to an evidence-based approach in the relevance of its various products and platforms. In addition to the Tracker research, a variety of products and platforms were reviewed and the summary of findings captured as follows:

STUDY	CONCLUSIONS
SA Government (SA Gov) Website Analysis Assessment (November 2019)	<ul style="list-style-type: none"> The SA Gov website is generally used by all segments of the population. However, the segments that are interacting with this website the most are Cosmopolitan Capitals and Metro Mobiles. Most users (68%) of the SA Gov website are interested in information about government services. Majority (74%) of users also indicated that they got the information they were looking the last time they used the website, and it is useful. Based on the analysis, compared to other age groups, the youth age group (25 – 34 yrs) engage the most with the SA Gov website. Concerning geographical location, people using the SA Gov website are mostly from Gauteng (65.9%).
Vuk' Website Assessment (November 2019)	<ul style="list-style-type: none"> The Vuk' website is mostly used by Rooted Realists and City Seekers. Analysis of the users further indicated that youth, women and people residing in Gauteng engage most often with the website which they access via their mobile phones. Users of the Vuk' website are mostly interested in content related to jobs.
Vuk' uzenzele Public Perception Research (Apr – June 2022)	<ul style="list-style-type: none"> Most people amongst those that read/saw <i>Vuk'uzenzele</i> before and those shown at the time find the content useful. Content found useful relates to government programmes, how to start a small business and finding/applying for a job. The preferred digital platform was mainly SMS (especially amongst Rooted Realists and City Seekers); this might be due to perceived low data costs for SMS. Knock-and-drop is the preferred method of distribution. <i>Vuk'uzenzele</i> distribution seems to be challenged because though most of the newspapers are distributed in the knock-and-drop fashion, very few citizens mention how they received their newspaper.
GCIS Mono Audio Feed Service (July – Aug 2021)	<ul style="list-style-type: none"> The mono audio feeds are mainly used to inform content for current affairs shows and/or news affairs. A smaller proportion indicated to be using the feeds for live content. Those who use the mono audio feeds find them to be relevant and of good technical quality. Community radio stations are pleased with the mono audio feed service and appreciate GCIS's efforts in providing the service for free. Community radio stations around the country who were interviewed in this study, made numerous references to being under-resourced, short-staffed and generally having low budgets to work with. Therefore, the provision of these mono audio feeds enables them to create quality news affairs and current affairs content with a little more ease at no cost to them.
My District Today (MDT) Newsletter Survey (August 2022)	<ul style="list-style-type: none"> Most recipients of the MDT newsletter are to a larger extent satisfied with the content. There are however respondents (24%) who are not satisfied with the design of the newsletter. An area of great concern is the high number (41%) of bounced e-mails. This may serve as an indication that most contacts (which are believed to be the intended recipients of the newsletter) in the database do not receive the MDT newsletter. Another area of major concern is the distribution methodology of the newsletter as many intended recipients (32%) indicated that they never received the newsletter. Most respondents (59%) indicated that they would subscribe to the MDT newsletter if it were to be a subscription service. This indicates that the recipients value the newsletter.

STUDY	CONCLUSIONS
Out of Home (OoH) Supplier's Survey (August 2022)	<ul style="list-style-type: none"> Not all service providers on the database have/provide platforms often used by the GCIS (i.e. static and electronic billboards/screens, wall murals and in taxi TV). Therefore, not all on the database are necessarily relevant companies to respond to the GCIS OoH briefs. Of those who have worked with the GCIS, only 58% reported that payment of invoices was within 30 days. This leaves room for much improvement as it suggests that the GCIS's measures to meet the 30-day payment period as per legislation are not adequate. Views on required compliance documents and budget allocation are negative. There are also large proportions that are undecided on the budget aspect.
Rapid Response (RR) Survey (October 2022)	<ul style="list-style-type: none"> Although most respondents indicated that they understood the purpose of RR meeting, of concern is that about four in ten feel that the meeting does not/they are not sure whether it achieves its objective. Therefore, there is a need to revisit the purpose of the meeting and communicate the benefit of attending the RR meeting and actively participating. RR meeting is considered too long and too frequent for the purpose it serves. These are some of the contributing factors resulting in intermittent meeting attendance. Most products produced by the GCIS for preparation of RR meetings are said to be useful and assist in preparing for the meeting.
Government Exhibition Day, Randfontein GP (October 2023)	<ul style="list-style-type: none"> The Government Exhibition Day was well received by the majority of citizens (96%) and exhibitors. The consensus from citizens in the area was that exhibitions are an effective way to engage with citizens and bring government services to them. Majority of the respondents were satisfied with the services on offer. However, they expressed the need for additional services focusing on health and wellness, skills development and job creation. There was a suggestion from the citizens and exhibitors that more of these exhibition events should be held across the country to reach more communities.
In-taxi WiFi platform (UIF Benefits App In-taxi WiFi Campaign Study, Apr – May 2024)	<ul style="list-style-type: none"> Findings suggest that In-taxi WiFi is an engaging platform because when prompted to complete the survey to enjoy the benefits of free in-taxi WiFi, over 2 000 taxi commuters clicked on the online survey and completed it.

Table 1: Review findings of selected GCIS products and platforms

Performance of selected products and platforms is as follows:

Product/Platform	Segment of GSM targeted	Performance statistics (Circulation/download figures 31 March 2024)	Language	Print or digital
Vuk, website	GSM 1,2 and 3	1 375 001	Partly translated into all 11 written official languages	Digital
PSM	GSM 4 and 5	4, 158	English	Digital
Vuk, podcast	GSM 1,2 and 3	Varies weekly	English	Digital
SAnews	Segments 4 and 5	4 045 963	English	Digital
SA Gov website	All Segments	41 145 901		Digital
WhatsApp channel	All Segments	1 503 053	English	Digital
YouTube channel	All Segments	84 730	English	Digital
GCIS Blog	All Segments	68 422 views	English	Digital

Table 2: Performance and segmentation of GCIS products and platforms

5.7 USE OF OFFICIAL LANGUAGES

The GCIS is mandated to ensure that members of the public have access to information that is relevant, timely and that will improve their lives. This can be achieved when information is disseminated in languages that can be understood by the targeted audiences. The GCIS has a dedicated unit that deals with editing and translation of government messages. Internally, the department has limited capacity and therefore only translates into isiZulu and Setswana.

Other written official languages are outsourced to a panel of translators appointed for three years from 1 June 2024. Some of the products translated into various languages include Cabinet statements, daily messages and parts of the *Vuk'uzenzele* newspaper. However, the Editorial and Language Services unit needs to be capacitated with in-house language practitioners to be able to translate government products and messages into all official languages, so that citizens can be informed and empowered with information.

By availing government information in all written official languages, the GCIS contributes to a well-functioning communication system that seeks to meet the information needs of the public, particularly those living in far-flung rural areas who do not necessarily have access to the mainstream media.

5.8 PERFORMANCE AGAINST OUTCOME INDICATORS IN REVISED STRATEGIC PLAN 2020 – 2025

In the 2022/23 financial year, the GCIS conducted a midterm review of its strategic plan as approved in March 2020. Based on the review, a revised strategic plan was tabled for 1 April 2023 to 31 March 2025. The revised strategic plan decreased the departmental outcomes downwards from nine to four and sought to introduce outcome indicators. Based on the revision, performance to 31 March 2024 against the strategic plan is summarised below.

Outcome	Outcome indicator	Baseline	Five-year target	Progress/observation to date
Informed and empowered citizens	% level of awareness through <i>Vuk'uzenzele</i> amongst Rooted Realists	48% of Rooted Realists out of 18% the South African population (2022)	4% increase in the level of awareness through <i>Vuk'uzenzele</i> amongst Rooted Realists	Since March 2024, the <i>Vuk'uzenzele</i> newspaper is no longer being printed and is now fully distributed online
	% usage of development communication typologies that promote public participation	56% (2019/20)	80% usage of development communication typologies (including the use of all official languages)	Development communication typologies implemented (2262 dialogues, 1623 outreaches, 1819 community radio programmes (issue-based panel discussions)
	Alignment of GCIS products with public information needs	Analysis on two products (<i>Vuk'uzenzele</i> (2022) and SAnews (2019) completed	<ul style="list-style-type: none"> Review the GSM by 31 March 2024 Analysis on two (2) additional products finalised by 31 March 2025 	<ul style="list-style-type: none"> GSM review completed in March 2024 Government Exhibition Day Customer Satisfaction Study was conducted in Randfontein, GP in October 2023. Majority of respondents (96%) indicated that government exhibition is an effective way of bringing services to the public Research study to assess the <i>Public Sector Magazine</i> (PSM) is in progress. It will be concluded by 31 March 2025
	Research on outcomes of key government campaigns	New indicator	Four annual Tracker surveys undertaken	Four annual Tracker reports completed

Outcome	Outcome indicator	Baseline	Five-year target	Progress/observation to date
		New indicator	Selected key government communication products translated into all official languages	<p>Language Services unit translated all the fortnightly Cabinet statements, editions of <i>Vuk'uzenzele</i> and the SoNA speeches into all official languages. E.g.</p> <p>2020/2021: <i>Vuk'uzenzele</i> = 22 editions Cabinet statements = 22</p> <p>2021/2022: <i>Vuk'uzenzele</i> = 22 editions Cabinet statements = 19</p> <p>2022/2023: <i>Vuk'uzenzele</i> = 22 editions Cabinet statements = 19</p> <p>2023/2024: <i>Vuk'uzenzele</i> = 22 editions Cabinet statements = 18</p>
	GCIS digital platforms for information dissemination	Combined X (formerly Twitter) followers: ~ 1 217 000 Combined Facebook followers: ~ 951 400	14% (Combined) growth across all social media accounts by 31 March 2025). Engagement, followers reached 180 million screens	75% growth in followers across GCIS-managed social media platforms reaching 138 902 033 screens
	GCIS digital platforms for information dissemination	PSM digital access: 11 953 (January 2021 – December 2022) <i>Vuk'uzenzele</i> downloads (April-September 2022): 13 982 digital downloads	10% (combined) growth in access/downloads by 31 March 2025	<p>Current Combined PSM + VUK downloads (December 2024) = 15 244</p> <p>Progress is a decrease/decline of -41.23%</p>
	% discount leveraged by GCIS per annum for implemented media campaigns	10% (2021 – 22)	12% discount (overall) to be leveraged for campaigns coordinated by GCIS for government	In 2023/24: 32 clients approved 212 Media Buying campaigns for various programmes and services. The cost of the advertising was R155 760 436, 81; of which clients paid R114 559 101, 16 and benefitted from R41 201 335, 65 savings. (Average saving achieved was 26%)

Outcome	Outcome indicator	Baseline	Five-year target	Progress/observation to date
A well-functioning government communication system	% compliance with the Government Communication Policy (GCP)	<ul style="list-style-type: none"> GSM Version 2 (2019) and The GCP approved by Cabinet in August 2018 	50% compliance with the GCP by national departments by 31 March 2025	Since 2022, compliance to the GCP increased to 75% by 31 March 2024
	<i>White Paper on Government Communication</i>	New indicator	<i>White Paper on Government Communication</i> developed and approved by 31 March 2025	<i>Draft Green Paper on Government Communication</i> developed, Socio-Economic Impact Assessment System (SEAIS) report submitted to the Department of Performance Monitoring and Evaluation (DPME), preliminary public consultation report produced. Process is now on hold
	Establishment of a professional body for government communicators	GCF and ICF hosted as Communities of Practice by the GCIS	Concept document and feasibility study to establish a professional body for government communicators finalised by 31 March 2025	For the 2025- 2030 MTDP, the GCIS has proposed an indicator on Professionalisation of Government Communication through a compulsory programme for government communicators with the NSG
Transformed mainstream print and digital media, advertising and community media	An increase in adherence and percentage improvement towards achievement of six (6) B-BBEE elements: (ownership; management and control; skills development, enterprise supplier development; preferential procurement; socio-economic development) by the MAC sector	45%	15%	Due to the late appointment of MAC Sector Charter Council, only two annual transformation reports (one produced) will be produced on 31 March 2025. The target will not be achieved
	% internal budget spent on designated groups (women, youth, disability and military veterans) and in non-traditional economic locations such as rural and township economy	New indicator	30% of the GCIS's internal budget to be spent on designated groups, rural and township economies by 31 March 2025	In 2023/24: 31% budget spent on designated groups and/or locations

Outcome	Outcome indicator	Baseline	Five-year target	Progress/observation to date
Improved governance and service excellence	Revised statutory form of Brand SA	New indicator	Review report with recommendations of suitable entity form finalised by 31 March 2025	The review process on the possible options on the founding principle of Brand SA was developed and submitted to the Minister
	MDDA Amendment Bill developed	New indicator	Bill developed by 31 March 2025	The MDDA Amendment Bill is at an advanced stage
	Digital Transformation Strategy developed	New indicator	Digital Transformation Strategy approved and implementation commenced by 31 March 2025	GCIS Digitisation Strategy was approved by the DG on 27 March 2024
	Unqualified audit opinion	Unqualified audit with matters of concern (2021/22)	Unqualified regulatory audit outcome with no material findings	2019/20: Unqualified audit opinion obtained 2020/21: Unqualified audit opinion obtained 2021/22: Unqualified audit Opinion with findings obtained 2022/23: Unqualified audit opinion obtained 2023/24: Unqualified audit opinion obtained
	Skilled and capable workforce	New indicator	Skills audit completed, skills gaps addressed and the revised organisational structure implemented by 31 March 2025	The skills audit was conducted and completed. The report was signed off in May 2023. The results were presented at the Management Committee (Manco) and implementation is ongoing. The GCIS revised organisational structure was approved in Oct 2023 and the organisation completed the placement of staff by 31 March 2024.

Table 3: Performance against the outcome indicators in the Revised Strategic Plan 2020 – 2025

6. EXTERNAL ENVIRONMENT

6.1 Mass media transformation, growth and sustainability challenges in South Africa.

The advent of a democratic South Africa, 30 years ago, produced a near-perfect market structure through policy and a regulatory environment that recognised the existence of the interdependence of the three-tier broadcasting system, i.e. community media, commercial media/pay-television and public broadcasters.

While 30 years of freedom and democracy have produced more than 500 community media projects, two decades of those 30 years, witnessed the emergence of the Internet and World Wide Web, which have left traditional media struggling to adjust

to the new environment and changes caused by the emergence of new digital technologies (Kung, 2017). The emergence of these new digital technologies resulted in the proliferation of digital channels and the growth of other new digital platforms which has brought about the entrance of new players in the existing traditional media market and consequently, a new kind of environment, players and rules have emerged.

In an era dominated by digital media, one might think traditional advertising formats like OoH would lose their impact. However, the opposite is true. According to a recent study by the Outdoor Advertising Association of America (OAAA), OoH advertising saw a 4.1% increase in revenue globally in 2022, outperforming all other traditional media. In South Africa, the growth rate was even more pronounced, with OoH advertising revenue increasing by 6.3% year-on-year.

One of the key trends in the MAC sub-sector is the OoH advertising market in South Africa, which is increasing the use of digital technology. Digital billboards and screens are becoming more prevalent, allowing for dynamic and interactive advertising experiences. This trend is driven by the growing availability of digital infrastructure and the desire for advertisers to engage with consumers in new and exciting ways.

Advertisers are increasingly using data and analytics to understand their target audience and tailor their campaigns accordingly. South Africa is experiencing growth and development due to customer preferences for highly visible and creative advertising, the increasing use of digital technology, the focus on targeted advertising, the need to tailor campaigns to diverse cultural and linguistic preferences and underlying macroeconomic factors such as economic growth and urbanisation.

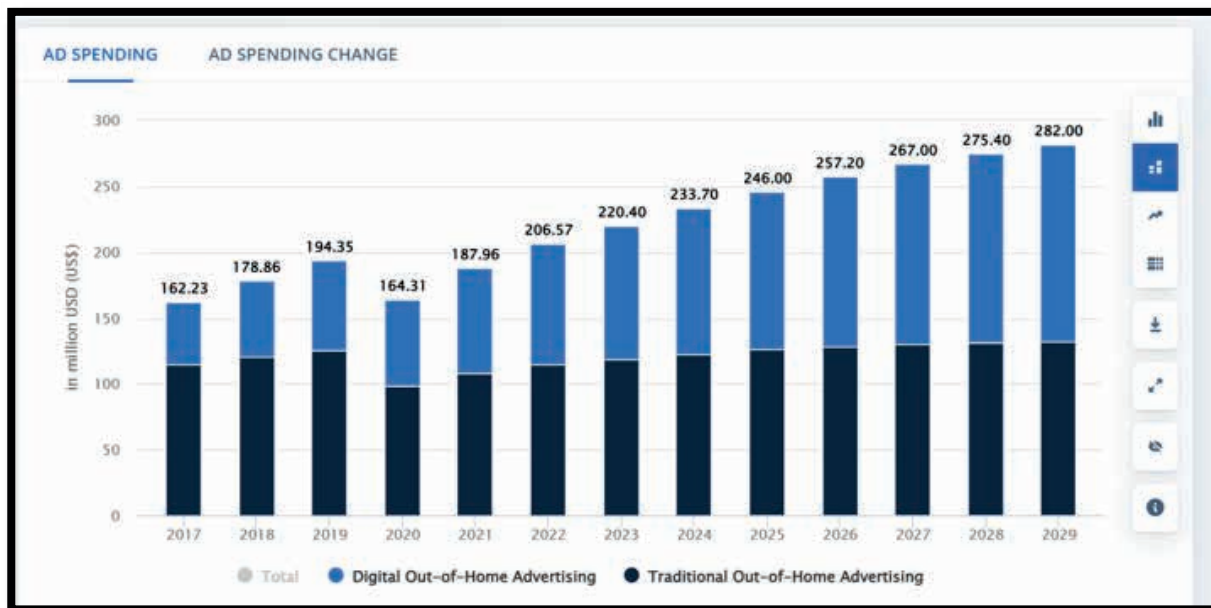


Diagram 1: Advertising spend trends and projections.

The implication of these digital innovations resulted in the personalisation of the new media spectrum where the media consumer can own, create and distribute media content. To put the above-mentioned issues succinctly, these new digital technologies have disrupted traditional existing businesses and caused turbulence in both community media, the advertising sector as well as and commercial print and digital media of the future.

While the disruption, turbulence and displacement highlighted above have been summarily identified as challenges facing media and government in the digital age, these challenges are also being tagged

as the consequences of digitisation which will require the GCIS's intervention in the MTDP 2025 - 2030 period.

It is important to recognise that the NDP Vision 2030 acknowledges that access to information via print, broadcasting and electronic media is vital for an informed citizenry and economic development.

To this end, one of the twin mandates of the GCIS is to provide information to citizens to enable them to improve their lives (this can only be achieved through sustenance of all media platforms, especially community media).

The GCIS will continue promoting sector transformation as well as the participation and growth of small, medium and micro-enterprises in the MAC sector. The MAC and B-BBEE Sector Codes provide government and the private sector with tools to promote transformation and compliance by the sector.

The MAC Sector Charter Council appointed since 2022, will monitor compliance with the MAC Sector B-BBEE Code with the recently revised B-BBEE Codes due for final gazette.

6.2 PESTEL ANALYSIS

The external environment scan was conducted using the political, economic, social, technological, environmental, legal (PESTEL) tool to analyse external contexts that have impacted or are likely to impact the GCIS in the implementation of its mandate.

Political	Economic
<ul style="list-style-type: none"> • Delays in approvals of actions/communication by Executive Authorities to address issues in the communication environment diluting the impact of government's voice and coherence • Regional and global instability through various developments and conflicts across the world • Changes in geopolitical dynamics and the increased growth of influence of BRICS+ • Regime changes in several countries based on the high number of elections to be held in 2024 and related election outcomes • Perceived delays in addressing/ineffective communication on actions taken against those implicated in corruption • Rise in coalition governments across the three spheres of government needing more stringent protocols on communication and coherence of messaging. 	<ul style="list-style-type: none"> • Low investor confidence in South Africa • Subdued economic growth • Increasing levels of unemployment • Inflation and escalating costs of living impacting the lives of citizens • South Africa remains the most unequal society in the world • Limited youth employment opportunities.

Social	Technological
<ul style="list-style-type: none"> • High levels of unemployment, especially youth unemployment • Declining levels of trust in government • Prevalence of misinformation and disinformation • High levels of crime and gender-based violence • Lack of access to basic services. 	<ul style="list-style-type: none"> • Insufficient infrastructure to distribute internet access to rural communities • High data costs impacting access to GCIS information on social media and digital platforms • Cyber security threats • Growth in use and application of AI and large language models (LLMs) for misinformation and disinformation • Growing threat of biowarfare.
Environmental	Legal
<ul style="list-style-type: none"> • Unpredictable climate change leading to damages by extreme weather patterns • Ailing infrastructure not suited to the changes in weather • Growing water scarcity and declining quality as a result of ailing infrastructure and poor maintenance • Exposure to air pollution due to industrialisation • Declining land productivity which can negatively affect food security • Slow adoption and access to climate adaption and mitigation technologies. 	<ul style="list-style-type: none"> • The GCIS has no authority to enforce any communication practice regulations and relies on collegiality and ethical practices by government communicators • Growing litigation against government • Pace of responding to and implementing the recommendations of various commissions of enquiry.

7. INTERNAL ENVIRONMENT

The internal environment of the department is analysed through the strengths, weaknesses, opportunities and threats (SWOT) analysis tool.

7.1 SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong relations with the media • An experienced and committed staff complement • Effective operation of communication structures across the government system • A strong provincial, district and local footprint through the GCIS provincial and district offices • Satisfactory level of participation in the government cluster system • Motivated staff committed to their work. 	<ul style="list-style-type: none"> • Limited systems to optimally perform and package products • Service and product quality impacted over time due to over-use of existing constrained resources • Capacity constraints due to a 21% vacancy rate • Information Communication Technologies (ICTs) that are not fully integrated and optimised • Limited use of off-the-shelf to enhance communication performance • Persistent budget cuts over previous years impacting on effective communication • Support to community media is suboptimal • Entities oversight and guidance deficiencies resulting in missed effective collaboration and repositioning agenda.

Opportunities	Threats
<ul style="list-style-type: none"> • Digital transformation for communication efficiencies • Improve relations with DCDT to drive policy coherence and support • Channel and Platform Strategy to influence and target communication planning and messaging • Targeted stakeholder relations with different stakeholders including civil society and private sector • Assuming authority in leading and directing the government communication system • Multichannel relevance to assume a stronghold as the source of government breaking news • Alignment of entities to departmental strategy and improved policy direction and oversight • Implementation of Professionalisation of the Public Service Project targeting government communicators • Target reducing the vacancy rate with young, digitally savvy and highly competent officials • Introduction of the e-Recruitment system • Upskilled workforce with the skills of the future • Better usage of Tshedimosetso House through improved visibility and availing use of facilities such as the Press Room and Auditorium to other departments • Hybrid working model to reduce rental costs and generate extra income by finding smaller office accommodation space after the end of the current lease in May 2025 • Sign Memorandum of Understanding with reputable training service providers for core functions. 	<ul style="list-style-type: none"> • Ongoing budget cuts eroding the GCIS baseline • High number of staff eligible for early retirement which might affect institutional memory and capacity • Threats of cybersecurity and terrorism • Reduced ability for skills retention due to most of the workforce having reached top notches • No operating model of the organisation • Lack of budgets to ensure appropriate human resource capacity due to changing communication environment that requires upskilling • Growing instances of misinformation and disinformation using AI and LLMS to improve credibility • Communication not recognised as a strategic function and an enabler to support government work in all spheres of government • Limited/poor knowledge and understanding of the GCIS brand and government communication system by citizens.

Table 5: SWOT analysis of internal factors

7.2 AUDIT OUTCOMES

The 2023/24 financial year marked a significant milestone in the history of the GCIS after the department received another clean audit outcome from the Auditor-General of South Africa (AGSA).

Commendably, this means that the GCIS has ranged between a clean audit and unqualified audit outcome for nine consecutive years. The department would not have done this without the dedication of its employees in ensuring regulatory compliance and adherence to policies, procedures and legislative prescripts.

The continuous positive audit outcome also demonstrates a growing entrenchment of an ethical culture amongst GCIS staff. This was essential in ensuring accountability and transparency, thereby boosting the GCIS' credibility and confidence. The department will continue to put in place internal controls to improve efficiency and maintain the clean audit status.

7.3 HUMAN RESOURCES

The GCIS's ability to attract and retain the right skills and talent is a critical element of achieving planned strategic objectives and delivering on the department's constitutional mandate. The MTEF HR Plan (HRP) was developed and approved in June 2023, to align the workforce with the strategic goals of the department.

To enhance a fit-for-purpose organisational structure that responds to the strategy, the department reviewed the organisational structure, which was approved and concurred with by the Minister of Public Service and Administration (MPSA) on 11 September 2023.

The process of placing employees was concluded in March 2023, against the date for the implementation of the organisational structure set for 1 April 2024.

Budgetary constraints persisted throughout the year, resulting in the department not being able to keep the vacancy rate below 10% at the end of the 2023/24 financial year. The department could not fill all prioritised vacancies on the approved Recruitment Plan due to budgetary constraints. In addition, the post of the Director-General could not be filled during the 6th Administration. The plan is to fill the funded prioritised GCIS vacancies within the first year of the 7th Administration.

Despite budget constraints faced by the GCIS, work was done to secure partnerships with Sector Education and Training Authorities (SETAs), which contributed hugely to addressing youth unemployment and played a key role in providing opportunities for graduates through the Youth Development Programme. This programme places graduate interns to benefit from hands-on experience with skills they require for a specific job. It also allows them to access opportunities and career pathways that they would not have otherwise been exposed to.

Furthermore, the GCIS continues to provide opportunities for those who require work experience to acquire their qualifications through Work Integrated Learning (WIL). During the reporting period, the department had 66 graduate interns and 35 learners, placed and paid a stipend by the SETAs and other employer organisations.

The comprehensive Employee Health and Wellness (EHW) programme was implemented to capacitate staff to realise their full potential – this includes managing finances, mental wellness, depression

and social anxiety disorder. Related to this, is the awareness raised on the health and wellness of employees through the departmental Wellness Bulletin and Internal Communication platforms.

Employment equity representation within the department was as follows: African males 36%, African females 49%, Coloured males 3%, Coloured females 4%, Indian males 1%, Indian females 2%, White males 2% and White females 3%. Representation of people with disabilities was at 3.04%.

7.4 INFORMATION AND COMMUNICATION TECHNOLOGIES (ICTs)

The GCIS Digital Transformation Strategy was approved in March 2024. The strategy seeks to facilitate the adoption of world class ICTs for the achievement of the GCIS mandate and to provide efficient, effective and innovative Information Technology (IT) infrastructure and systems that enable the GCIS to provide professional services and an effective government communication system.

The strategy includes high level initiatives to support the outcomes which from the underlying girdle of the GCIS strategy leverages the Government Wide Enterprise Architecture (GWEA) under the following pillars:

- Business enablement
- People and structure
- Application and technology
- Security and governance.

In 2023/24, the GCIS was granted an additional R7 million for ICT infrastructure upgrades. This allocation has enabled a hardware refresh, as well as improvements in the network speed for the head office and some provincial and district offices.

8. OVERVIEW OF 2025/26 BUDGET AND MTEF ESTIMATES

Expenditure estimates

Budget summary							
	2025/26					2026/27	2027/28
	Current payments	Transfers and subsidies	Payments for capital assets	Payments for financial asset	Total	Total	Total
R million							
MTEF allocation							
Programme 1: Administration	209 098	306	1 096	-	210 500	217 905	227 741
Programme 2: Content Processing and Dissemination	179 923	269 368	1 903	-	451 194	429 030	448 086
Programme 3: Intergovernmental Coordination and Stakeholder Management	155 471	1 037	2 079	-	158 587	158 796	166 344
Total expenditure estimates	544 492	270 711	5 078	-	820 281	805 731	842 171
Executive Authority	Minister in The Presidency						
Accounting Officer	Director-General						
Website	www.gcis.gov.za						

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration	189 482	188 485	199 661	227 415	210 500	217 905	227 741
Programme 2: Content Processing and Dissemination	440 069	405 525	411 119	393 357	451 194	429 030	448 086
Programme 3: Intergovernmental Coordination and Stakeholder Management	125 453	129 895	127 588	140 001	158 587	158 796	166 344
TOTAL	755 004	723 905	738 368	760 773	820 281	805 731	842 171

Economic classification							
Current payments	503 199	461 955	480 135	524 980	544 492	536 994	561 614
Compensation of employees	284 192	286 542	280 961	291 288	311 080	324 517	339 194
Goods and services	219 007	175 413	199 174	233 692	233 412	212 477	222 420
of which:							
Advertising	47 881	5 336	17 191	27 562	44 613	24 553	25 976
Audit costs: External	3 171	2 787	2 679	3 366	3 151	2 997	3 000
Communication	12 199	9 497	9 635	17 663	15 789	11 287	11 568
Computer services	17 531	16 713	20 889	28 943	28 004	29 197	29 371
Consultants: Business and advisory services	1 361	1 081	1 294	1 286	4 583	4 513	4 763
Legal services	74	137	2 665	1 746	1 360	1 416	1 420
Contractors	2 089	1 535	1 315	14 196	8 481	8 906	9 676
Agency and support/outsourced services	3 585	7 785	6 113	5 380	8 000	8 435	8 825
Fleet services	2 204	1 652	1 614	1 387	1 281	1 225	1 395
Consumables: Stationery, printing and office supplies	1 546	1 712	1 318	2 586	1 836	1 912	1 979
Operating leases	65 851	70 645	75 177	82 877	70 059	72 358	75 504
Property payments	12 719	12 702	13 152	14 368	13 323	13 555	14 081
Travel and subsistence	12 913	19 063	20 937	19 386	21 882	22 294	23 469
Training and development	2 211	863	686	2 953	825	684	732
Operating payments	27 964	18 704	20 326	4 687	4 016	3 540	3 837
Transfers and subsidies	247 689	256 366	251 732	226 636	270 711	263 892	275 826
Departmental agencies and accounts	246 378	254 944	250 565	225 284	269 368	261 624	273 455
Public corporations and private enterprises	40	40	43	44	46	48	50
Households	1 271	1 382	1 124	1 308	1 297	2 220	2 321
Payments for capital assets	4 002	5 501	6 465	9 157	5 078	4 845	4 731
Buildings and other fixed structures	26	17	18	-	-	-	-
Machinery and equipment	3 976	5 100	6 447	9 157	5 078	4 845	4 731
Software and other intangible assets	-	384	-	-	-	-	-
Payments for financial assets	114	83	36	-	-	-	-
TOTAL	755 004	723 905	738 368	760 773	820 281	805 731	842 171

PART C: MEASURING PERFORMANCE

40



9. INSTITUTIONAL PERFORMANCE INFORMATION

9.1 Measuring the impact

Impact statement	Informed citizens and integrated GCIS
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9.2 Measuring outcomes

MTDP Priority	A capable, ethical and developmental state
Outcome 1	Informed and empowered citizens
Outcome statement: Over the next five years, the GCIS will institutionalise an evidence-based approach in communications planning and monitoring and evaluation to respond to citizens' information needs. Furthermore, the GCIS will produce and disseminate accurate information timeously, that is accessible through various communication products and platforms and in all official languages. The GCIS will also increase public education using development communication methods to empower citizens.	

Outcome indicator/s	Baseline	Five-year target
1. Development and implementation of an integrated Platform Strategy to improve relevance in a multi-channel environment and increase reach	<ul style="list-style-type: none"> Vuk'uzenzele newspaper's Digital Strategy (2024) Events and programme-based communication strategies GoZATV Strategy 	<ul style="list-style-type: none"> Consolidated Platform Strategy approved by 31 March 2026 Amplify a product/platform targeting each segment of the GSM from 1 April 2026 to 31 March 2030 (through the implementation of the Platform Strategy)
2. Percentage increase in diversification of language usage (other than English)	<ul style="list-style-type: none"> Parts of Vuk'uzenzele newspaper, Cabinet statements and SoNAs translated into all written official languages. 	<ul style="list-style-type: none"> 70% increase in diversification of language usage (other than English) by 31 March 2030
3. Increased usage of development communication typologies to enhance access to information and empowerment	<ul style="list-style-type: none"> Development communication typologies implemented (2262 dialogues, 1623 outreaches, 1819 community radio programmes (issue-based panel discussions) 	<ul style="list-style-type: none"> 50% increase in development communication interventions increasing the communication efforts targeting Rooted Realists and City Seekers by 31 March 2030
4. Percentage increase in reach of GCIS products/platforms among segment/s of the population	<ul style="list-style-type: none"> 180 million screens reached across GCIS managed social media platforms 	<ul style="list-style-type: none"> 70% reach of GCIS products/platforms among segment/s of the population by 31 March 2030

Outcome indicator/s	Baseline	Five-year target
5. Percentage increase in reach of GCIS campaigns among segment/s of the population	<ul style="list-style-type: none"> 15 million people reached 	<ul style="list-style-type: none"> 50% growth in reach of GCIS campaigns among segment/s of the population by 31 March 2030
6. Improved citizen satisfaction of government communication across all spheres	<ul style="list-style-type: none"> Annual Citizen Satisfaction (Tracker) Survey: 18% of citizens believe the country is heading in the right direction, 46% have trust in national government and 41% have trust in local government (as at 31 March 2024) 	<ul style="list-style-type: none"> 10% improvement in citizen satisfaction with government communication across all spheres by 31 March 2030

MTDP Priority	A capable, ethical and developmental state
Outcome 2	A well-functioning government communication system
Outcome statement: Over the next five years, the GCIS will enable improved functioning of the government communication system to meet the information needs of the public and key stakeholders. Furthermore, the GCIS will strive to improve and strengthen relations with the media to facilitate enhanced information sharing and foster improved transparency on decision-making by government in the interest of South Africans.	

Outcome indicator/s	Baseline	Five-year target
7. NCSF implemented across all three spheres of government	<ul style="list-style-type: none"> NCSF 2019 – 2024 (with no implementation plan) 	<ul style="list-style-type: none"> Develop NCSF 2025 –2030 with an implementation plan by 30 September 2025 9 provincial integrated communication strategic frameworks aligned to the NCSF by 31 October 2025 Monitoring report on the state of implementation and adherence to NCSF by 31 July 2027 and 31 March 2030 60% adherence to the NCSF in implementation of communication strategies across all spheres of government by 31 July 2027
8. Branding and repositioning “GCIS FOR YOU” campaign	<ul style="list-style-type: none"> Four (4) marketing initiatives per annum 	<ul style="list-style-type: none"> 50% increase in awareness of the GCIS brand 31 March 2030
9. Centralised media buying	<ul style="list-style-type: none"> Currently annual average discount negotiated is 23% per annum since the 2019/20 financial year inclusive of community media 	<ul style="list-style-type: none"> 30% annual discount negotiated on behalf of client departments and entities with commercial media owners by 31 March 2030
	<ul style="list-style-type: none"> An average of 20 clients per annum over the past four years 	<ul style="list-style-type: none"> 100% increase in clients using GCIS for media buying by 31 March 2030
10. Diversification of media types used in government campaigns implemented by the GCIS	<ul style="list-style-type: none"> Current average spend on community media per annum is 12% 	<ul style="list-style-type: none"> 40% use of community media in key government campaigns implemented by GCIS 31 March 2030
11. Improved compliance of communication to the GCP	<ul style="list-style-type: none"> 75% compliance to the GCP norms and standards (MTSF 2019 – 2024) 	<ul style="list-style-type: none"> 60% compliance to qualitative elements of the GCP by national departments by 31 March 2030
		<ul style="list-style-type: none"> 50% compliance to GCP norms and standards at provincial and local government levels by 31 March 2030

MTDP Priority	Inclusive growth and job creation
Outcome 3	Transformed mainstream print and digital media, advertising and community media
Outcome statement: Over the next five years, the GCIS will contribute towards economic transformation in the three (3) sub-sectors: community media, advertising as well as print and publishing through amendment of the law, development and enforcement of B-BBEE Charter Codes to be reflective of and responsive to the demographic and spatial profile of South Africans in order to promote redress and achieve inclusive growth and media sustainability.	

Outcome indicator/s	Baseline	Five-year target
12. Improved transformation of the MAC sector	<ul style="list-style-type: none"> Draft 2024 Revised Sector Code submitted to the dtic 	<ul style="list-style-type: none"> 5 – 10% increase in the seven elements of the B-BBEE Sector Code by 31 March 2030
13. Improved institutional arrangements of the MAC Council	<ul style="list-style-type: none"> Council established in 2022 and effective 	<ul style="list-style-type: none"> Secretariat established by 31 March 2030
14. Improved support towards sustainability of the community media sector	<ul style="list-style-type: none"> MDDA Amendment Bill 	<ul style="list-style-type: none"> Community Media Advancement Strategy developed by 31 March 2028

MTDP Priority	A capable, ethical and developmental state
Outcome 4	Improved governance and service excellence
Outcome statement: Over the next five years, the GCIS will improve systems, processes and technology adoption to enable an efficient and agile organisation with sound corporate governance practices and a diverse and appropriately capacitated workforce. This will include oversight of entities reporting to the Minister in The Presidency.	

Outcome indicator/s	Baseline	Five-year target
15. Orientation into government communication	<ul style="list-style-type: none"> 90 training interventions availed 	<ul style="list-style-type: none"> 60% of newly appointed communicators at national, provincial and local government completing the “Mastering the Art of Government Communication (MAGC) course facilitated by the GCIS and NSG by 31 March 2030.
16. Assessment of contribution of Brand SA and MDDA to national policy	<ul style="list-style-type: none"> MDDA Amendment Bill 	<ul style="list-style-type: none"> Assessment report of alignment and contribution of Brand SA and MDDA by 31 March 2029
	<ul style="list-style-type: none"> Brand SA institutional form review 	
17. Digital Transformation Strategy implemented	<ul style="list-style-type: none"> Approved Transformation Digital Strategy 2024 – 2027 	<ul style="list-style-type: none"> 90% GCIS environment by leveraging technology to improve customer experience, collaboration, efficiencies and decision making by 31 March 2030
18. Skilled and capable workforce	<ul style="list-style-type: none"> 20% of the skills audit outcomes were implemented Organisational structure implemented by April 2024 	<ul style="list-style-type: none"> 70% of employees in the core functions upskilled in digital and communication skills to ensure a skilled and capable workforce by 31 March 2030

9.3 Explanation of planned performance over the five-year planning period

Outcome 1: Informed and empowered citizens

Improvement in citizens' lives can truly be achieved through transformed and sustained communication platforms. In the strategic plan term, the GCIS will develop and implement a platform strategy which consolidates the intentional usage of all platforms to support specific segments of the GSM developed by the GCIS. Currently, there is an approved *Vuk'uzenzele* Digital strategy which will form part of the baseline.

In an effort to increase access to our products and platforms, we plan to increase usage across all segments from 1 April 2026 to 31 March 2030 (implementation of the Platforms and Channel Strategy). Efforts will be put in place to ensure increased usage of all official languages on selected key GCIS products, culminating in publications of entire editions of the flagship publication *Vukuzenzele* in languages other than English.

This language usage improves on the current baseline of translation of certain *Vuk'uzenzele* articles, all Cabinet statements and SoNA into all official languages. The relevance and impact of GCIS products and platforms will continuously be monitored through surveys and commissioning impact assessments of selected key GCIS products. Development communication unlocks opportunities and empowers society. As such, the presence of the GCIS footprint at provincial and local levels exposes society to government's socio-economic programmes and opportunities.

Through its diverse range of publications and digital channels, including *Vuk'uzenzele*, SAnews, PSM,

SA Yearbook, GCIS-managed websites and social media platforms, the GCIS will sustain its efforts to keep the public abreast of government initiatives. The platforms feature in-depth articles showcasing the DDM programme. These stories delve into the complexities facing local communities and highlight the government's strategic responses to tackle these challenges.

The objective is to showcase a government that is proactive, responsive and dedicated to enhancing the lives of its citizens. By sharing these stories, the platforms demonstrate government's commitment to addressing everyday concerns and improving the well-being of South Africans.

The GCIS provincial and district offices will therefore drive communication interventions through community dialogues, community radio programmes and outreaches to widen access for grassroots communities so that they can benefit from government opportunities and improve their livelihoods and well-being. These interventions will help foster localised conversations to contribute to government programmes.

The GCIS with stakeholders across all three spheres of government, especially the Department of Cooperative Governance and Traditional Affairs, will in the medium term, continue to support the *Izimbizo* of the President and the Deputy President, under the banner of the DDM Imbizo Programme.

The DDM Presidential *Izimbizo* are an important public participation platform which provides an opportunity for communities, social partners and various stakeholders to provide ideas and inputs on how to address challenges in respective district and metropolitan municipalities, guided by the DDM

One Plans developed for each geographical space. Meeting citizens directly where they live is a critical aspect of development communication.

The GCIS strives to empower South Africans with information to change their lives. Understanding the needs of society where government messages are concerned is an important element in determining the relevance of information for targeted audiences.

An evidence-based approach determines how best to approach this. The research focus will be to first define what is an informed citizenry, through conducting in-depth interviews or a focus group with Manco. After understanding the criteria of an informed citizenry, qualitative research will be conducted to explore whether citizens are informed based on the criteria.

The qualitative research should also be able to provide deeper insights into the Tracker findings related to informed citizenry. Tracker is an established GCIS research output currently in its 19th wave, and over the next five years, Tracker will be augmented by a range of other research outputs to understand the impact and relevance of the work of GCIS and its messaging.

The plan is to conduct qualitative research at least three times during the 7th Administration: 2025, 2027 (mid-term) and 2029. The findings can be used to inform/improve the GCP at different points during the administration. The GCIS will also undertake two research studies to determine if communication is aligned to the NCSF across national, provincial and local government.

Outcome 2: A well-functioning government communication system

The GCIS through its Intergovernmental Coordination and Stakeholder Management function, will coordinate and lead the government communication system at national, provincial and local levels. In the medium term, the GCIS will work to develop the NCSF for the period 2025 – 2030, as well as the development thereafter for each outer year in the MTDP of an IGCP. This will be based on the priorities of the MTDP, which is derived from the mandate of the administration formed following the 2024 General Elections but will remain focused on the NDP 2030 as the lodestar.

The 2019 – 2024 NCSF focused on three main campaigns that were supposed to be supported throughout government; however, the campaigns were eventually only driven by the GCIS. The NCSF did not have an implementation and an assessment plan. The new 2024 – 2029 NCSF will focus on broader priorities of government and all its spheres. A government-wide integrated communication plan accompanied by an assessment plan aligned to the draft NCSF will be developed and presented to Cabinet.

Professionalisation of government communication is an important aspect in improving the effective functioning of the system. To this end, the GCIS will avail training opportunities for government communicators in conjunction with the NSG. This will be supplemented by capacity building and induction initiatives for new entrants to the communication system, facilitated by the branch. Reports on the functioning of the government communication system will be compiled to assess its coherence and effectiveness.

The revised GCP was approved by the Minister in The Presidency in February 2024, as part of efforts to improve communication in government. G-CET reports will also be used to monitor and report on the alignment of identified national departmental communication interventions (activities and campaigns) to the objectives of the GCP. This will ensure that communication is coordinated and reaches the intended audiences through their preferred platforms.

The indicators that will be used to measure the alignment are the following:

- Engagement on social media (Facebook and X) – using a sample of at least 25% of national departments;
- Diversity of the official South African languages;
- Use of the GSM to inform communication interventions.

The plan will similarly be updated at intervals with priorities announced during the various SoNAs. Recent lessons have taught the branch that flexibility and agility to rapidly changing circumstances must be considered, including incidents such as natural disasters resulting from climate change and situations where multi-sectoral coordinated crisis responses are necessitated – the COVID-19 vaccination campaigns, the Energy Action Plan and the Freight Logistic Crisis Committee driving the Freight Logistics Roadmap – are recent poignant examples. These and similar developments will, where necessary, be brought into the ICGP.

The GCIS will facilitate the planning and implementation of priority campaigns on civic education, economic recovery and job creation, anti-corruption as well as GBVF, using the project management approach. These are issues reflected

in the public opinion research that South Africans are concerned about and want government to prioritise and as such, require aggressive communication.

The media remains a critical partner and channel for the work of the GCIS. South Africa remains a country which prides itself for its media freedom ranking of 38th out of 140 countries (2024). Through strategic media engagements aligned to MTDP priorities, the GCIS will strengthen government's communication system by creating platforms for proactive communication and enable coordinated message delivery between government and the media.

This will be through varied platforms and channels, including regular briefings and media roundtables, timely and coherent reputation management through coordination of the Rapid Response Forum, leveraging Parliamentary media relationships to amplify government messaging, and sustaining media channels with international media and foreign media based in South Africa to ensure the country's development priorities receive global coverage.

One of the GCIS's strategic functions is negotiating for improved rates on government advertisements across commercial media platforms. This initiative involves consolidating advertisement requirements from national departments to secure more favourable rates on selected commercial media channels. Such negotiations are anticipated to yield significant savings for the government through substantial discounts.

To improve on this function, the GCIS is developing a Media Buying Strategy that will be finalised by 31 March 2025. The Media Buying Strategy is built on four key pillars aimed at enhancing government procurement practices:

1. **Cost savings** by achieving a target of 15% annual discounts negotiated on behalf of client departments and entities with commercial media owners, excluding community media.
2. **Building procurement capability and capacity** by strengthening the skills and resources necessary for effective procurement processes.
3. **Enhancing local business participation** by encouraging and increasing the involvement of local businesses in government advertising efforts.
4. **Improving governance, oversight and accountability** by establishing frameworks to ensure transparency and accountability in media buying practices.

In recognition of the critical role that community media plays in fostering diverse voices and information dissemination, the GCIS is committed to supporting the sustainability of this sector. Therefore, it is planned that 15% of the total annual advertising spend will be allocated to community media platforms. This dual focus on both cost savings in commercial media and support for community outlets, underscores the GCIS's dedication to a balanced and inclusive media strategy. Communication training and induction of communicators and messengers is important, as it provides government communicators with requisite skills and knowledge on how to engage with the media when sharing government information locally, nationally and internationally. It is through acquired skills that they can communicate departmental and institutional programmes and achievements.

In the next five years, the aim is to identify communication gaps and close them through training sessions that will be needs-based. There will also be venturing into other training methodologies that will help improve information-sharing such as encouraging communicators to undergo the GCIS/

NSG Online Communication Course and more training in social media usage, as this platform is overtaking all other platforms in terms of the sharing of news and information.

Media Monitoring and the Two-Hour Communication Response

Effective government communication relies on vigilance, speed, and strategy. The Government Communication and Information System (GCIS) ensures this through a structured media monitoring and response system designed to protect and enhance the reputation of government by responding swiftly to public narratives and media developments.

GCIS employs a tiered media monitoring approach, which includes Breaking News alerts and scheduled daily reports—Morning, Midday, and Afternoon—to track, assess, and respond to media coverage throughout the day. Breaking News Alerts are triggered by sudden, high-impact developments—such as national crises, legal rulings, or misinformation trends—that pose a potential reputational risk to government. Breaking news demands immediate attention and activates the two-hour turnaround time to ensure that the government communicates quickly, accurately, and authoritatively.

GCIS will actively monitor and respond to:

- News that directly affect government policy or public trust
- Reputational threats involving public institutions or officials
- Disinformation and misinformation impacting public understanding
- Key national developments that demand authoritative clarification or guidance

The Morning Report provides a comprehensive overview of overnight and early-morning media coverage, highlighting dominant narratives, potential risks, and areas that may require proactive messaging or clarification. The midday report captures emerging trends and story developments that evolve after the morning report. It helps to identify issues that require immediate response or monitoring for potential escalation. Through the Afternoon Report a summary of the day's media environment, closes the loop on earlier issues, and identifies any continuing or unresolved narratives that may influence communication priorities for the following day.

In managing government reputation, a communication intervention is seen as a strategic action taken by GCIS to influence public discourse, protect government credibility, or clarify official positions. These may include issuing press statements, coordinating interviews or briefings, position of government in an infographic, rebutting misinformation, or providing talking points amongst others.

The two-hour response window ensures that government is not only reactive but present and influential in shaping real-time public discourse. This assists with:

- Limiting the spread of misinformation
- Providing the public with clarity and reassurance
- Demonstrating leadership and accountability
- Strengthening government's reputation as transparent and responsive

This rapid response capability supports public trust and establishes government as a reliable voice during moments of uncertainty or crisis. While the two-hour window addresses immediate communication needs, GCIS also employs a broader six-hour facilitation

cycle for deeper analysis, internal alignment, and strategic planning across departments. The two-hour output is a rapid-response mechanism focused on urgent, high-impact communication needs (e.g., a rebuttal, press release, or social media statement) within the purview of GCIS to respond. The six-hour window allows for strategic coordination, stakeholder engagement, message alignment, and preparation of more detailed or sensitive interventions. Within this six-hour framework, the following will guide the communication process:

- Fact verification and message validation
- Departmental engagements and discussion on actions
- Drafting, review, and clearance of official responses by the lead department
- Dissemination through appropriate platforms by the lead department and supported by GCIS.

The six-hour cycle enables GCIS to move beyond reaction into strategic foresight. By facilitating alignment and message refinement, it ensures that government can anticipate, shape, and manage complex narratives with credibility and coherence.

Outcome 3: Transformed mainstream print and digital media, advertising and community media

a. Scenario 1: Decline of MAC sector contribution to the SA economy/GDP due to Over-The-Top (OTT) platforms

This scenario is not desirable and is the worst-case scenario. It defeats the core principle of transformation, which is to grow the MAC sector's contribution to gross domestic product (GDP) by creating a conducive environment for new entrants to compete. This scenario gives rise to international monopolistic market structures led by companies that do not contribute to tax, employment, GDP

of the country and leads to zero tax earned by the state, as these companies are not regulated by local environments.

Strategic intent: Development of Small Medium Micro Enterprises (SMMEs) funding scheme/ strategy to boost ailing MAC sector

b. Scenario 2: Impact of transformation policy uncertainty from GNU to MAC sector

This scenario is not desirable. Policy uncertainty from the GNU partners due to their different economic transformation policies, results in de-regulation and cause confusion in the MAC sector. This scenario produces an oligopoly uncompetitive market structure.

Strategic intent: Development of a clear transformation policy and regulation agreed to by GNU Cabinet

c. Scenario 3: Recovering/thriving MAC sector despite OTT existence

It is the ideal scenario where transformation is promoted and monitored. This scenario co-produces regulatory obligation/equal treatment for all players in the MAC sector including OTTs. The MAC sector is thriving, supports local employment, grows the MAC sector's contribution to GDP by creating a conducive environment for new entrants to compete. This scenario gives rise to a dynamic and truly competitive market structure led by companies that contribute to tax, employment and GDP, and leads to more tax revenues earned by the state as these companies are thriving.

Strategic intent: Development of a MAC Sector Code which covers all industry players including OTTs on the principle of size and influence and that South Africa has universal access to the Internet; that the Internet penetration, price of both smart gadgets and data cost in the country is among the lowest in the world.

d. Scenario 4: Transformation policy certainty from GNU partners

It is the ideal scenario where there is no transformation policy, law and regulation failure stemming from the GNU partners. Investor-friendly policies and laws that promote fair competition are the primary mandate. Regular policy directives and regulations are issued to deal with monopolies based on scale and influence; promote dualism where local MAC sector players assisted with financial and non-financial support to operate in the global economy, and there are must-carry laws that protect local MAC sector players to have access to revenue-sharing model with international OTTs. The MAC sector is thriving, supports local employment and grows the MAC sector's contribution to GDP by creating a conducive environment for new entrants to compete.

Strategic intent: To provide transformation policy and regulatory certainty for the MAC sector to thrive.

The identification of strategic issues will provide organisations with a list of opportunities that should be taken and threats that should be avoided (David, 2001: 76). To this end, based on the scenarios listed above, the following latent, emerging and current issues are identified as strategic issues, and these are:

- I. Recovering/thriving of MAC sector despite OTT existence; and
- II. Transformation Policy certainty from GNU partners.

Outcome 4: Improved governance and service excellence

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Digital transformation strategic projects will be implemented in the next three years (2024/25 until 2026/27) focusing on core business needs, specifically on the digitisation of various media formats such as video and audio, so that the content can be stored, searchable and shareable. In 2026/27, the strategy will be reviewed and another digital assessment will be conducted to measure the GCIS's digital maturity and identify new digitalisation business needs.

HUMAN CAPITAL AND CORPORATE SUPPORT

Based on the skills audit conducted, GCIS staff will undergo training to enhance their skills and make them more responsive to the demands of the future. This proactive step will likely ensure that the communication workforce is equipped to adapt to the changing landscape of technology and communication trends.

Upskilling of staff will focus on addressing the gaps identified during the skills audit and confirmed during placement of employees on the newly approved organisational structure. GCIS staff will be upskilled and re-skilled in alignment with the core functions of the department such as digital streaming, podcasting, film production, screenwriting, copy writing, content production, video editing, digital storytelling using a mobile device, digital media production using a vlogging kit, digital photography, radio production, digital literacy, microsoft digital literacy, creative and social media writing amongst others. Career pathing and progression will also feature prominently in revitalising staff morale and creating a work environment that rewards excellence and innovation.

Furthermore, members of the Senior and Middle Management Service will be enrolled for the Executive Management Development and Advanced Management Development programmes offered by the NSG. The organisation will also focus on recognising and rewarding talented and committed individuals who espouse GCIS values through the Integrated Rewards and Recognition Model.

In support of the MTDP 2024 – 2029, Branch: Corporate Services (CS) will focus on the strategic priority relating to building a capable, ethical and developmental state. Through the training budget, the branch will prioritise training on core functions: Fourth Industrial Revolution (4IR), ethics and integrity management, and development communication to ensure a capable GCIS workforce. Internal controls have been enhanced to recruit and retain suitably qualified, capable and skilled workforce, and to maintain the vacancy rate below 10% as prescribed by the Department of Public Service and Administration (DPSA).

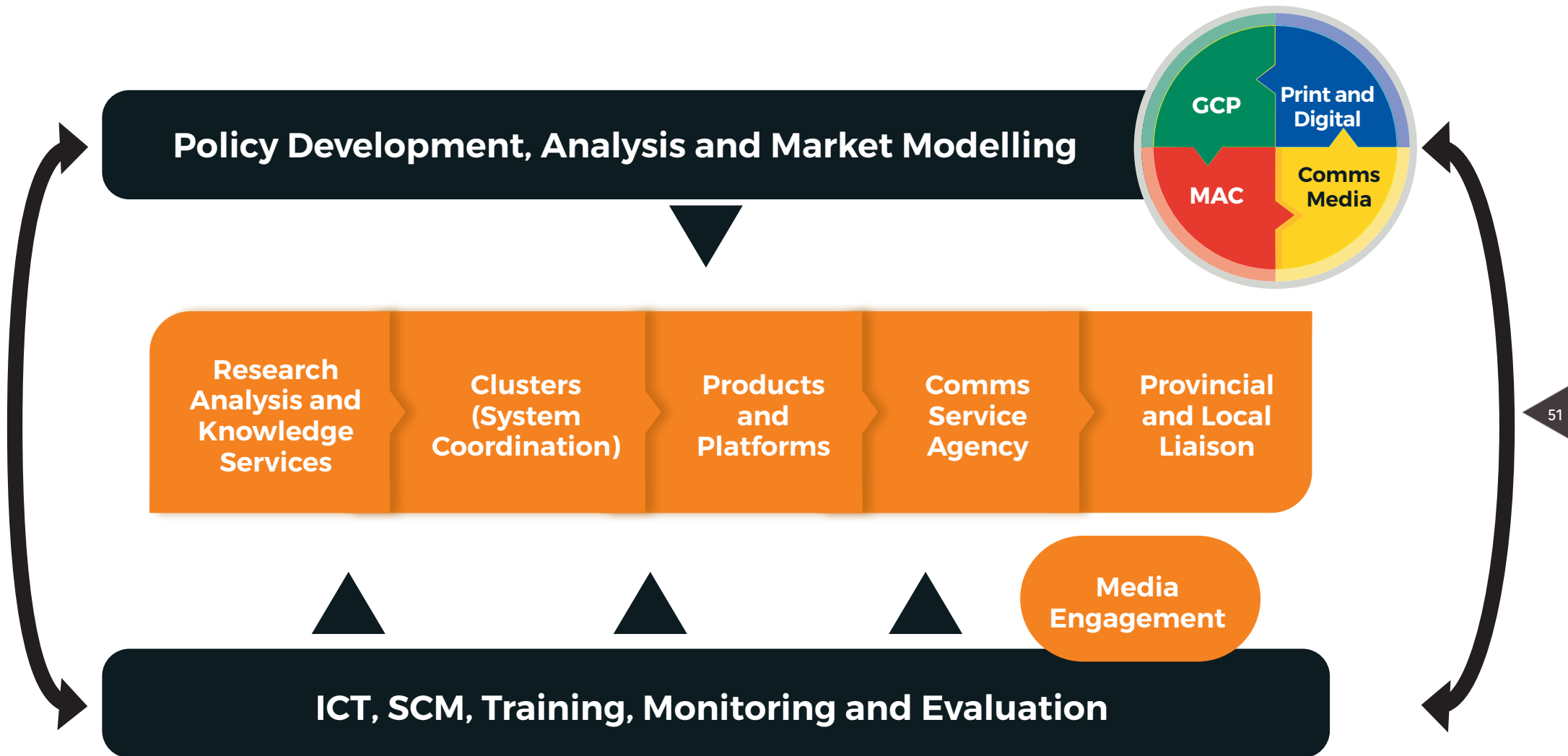
9.4 Delivering on the GCIS mandate

The following elements have been identified as critical over the next five years to better articulate the impact of the GCIS in providing information that is timely, accurate and relevant to the needs of South Africans.

- Development of the NCSF 2024 – 2029 to set out the communication priorities aligned to MTDP 2024 – 2029.
- Platform Strategy to improve usage of the GSM and improved targeting per product or platform to a particular segment.
- Improved language usage away from the current

dominance of English, to avail information on government programmes and services in mother tongue languages (research shows a preference towards this, coupled with improved assimilation and comprehension).

- Development communication should be strengthened so that GCIS products and platforms are responsive to the needs of the citizens and are relevant to enhancing the work of the provincial, district and local GCIS offices.



The value chain below will guide the work of the GCIS in streamlining the contribution of the different branches and chief directorates in executing the mandate of the department and working towards the realisation of empowering South Africans through communication excellence.

Diagram 2: GCIS product development value chain

9.5 Critical enablers

Critical enablers define the necessary components and functions that will enhance the work of the GCIS and realisation of the organisational outcomes. These are:

9.5.1 Stakeholder Engagement Strategy

and a differentiated approach towards primary, secondary and tertiary stakeholders. Stakeholder engagement is a component of effective governance, communication and decision-making. Effective stakeholder engagement is critical to successful government communication.

The GCIS Stakeholder Engagement Strategy will outline the approach to identifying, analysing and engaging stakeholders in a meaningful and inclusive manner; while outlining a comprehensive approach to engage stakeholders in government communication. The strategy aims to build trust, foster collaboration and ultimately improve the lives of citizens. The GCIS needs an effective and sound stakeholder engagement strategy and application thereof, as it coordinates government communication structures such as the GCF and other subsequent structures, to ensure uniformity and

seamless coordination and communication of government programmes in all spheres of government.

9.5.2 Research Strategy: A Research Strategy will be developed in the 2025/26 financial year. The strategy will provide a clear roadmap to ensure that research outputs and indicators as outlined in the Strategic Plan (SP) and Annual Performance Plan (APP) are met. In addition, the Research Strategy will ensure that the research is conducted systematically, which will enhance the quality and reliability of the results. Finally, the strategy will encourage that periodically, research findings are used to inform and/or improve the GCP at different points during the 7th Administration.

9.5.3 Digital transformation: ICTs and digitalisation of the GCIS to create an environment where all stakeholder engagement and interactions are digitally enabled. Implementation of digital transformation allows for automation of GCIS business processes and integration of various communication channels such as real-time communication, social media, email and messaging apps. This multi-channel approach enables more effective outreach and engagement with audiences. Deployment of advanced digital tools as part of the digital journey will provide access to advanced analytics, helping communication teams track engagement metrics, understand audience behaviour and measure the impact of their campaigns. Full implementation of the

Digital Strategy will result in enhanced customer experience, secured and robust IT infrastructure, improved decision-making, improved data security measures and increased collaboration.

9.5.4 Skilled and capable workforce: Training interventions will focus on shaping the government communicator of the future equipped with current communication skills, staying abreast with the changing communication landscape. This will be done through not only implementing the findings of the skills audit, but also by keeping abreast of developments in the sector to ensure that available training is aligned to industry best practices and ensures that the department is able to deliver information in line with preferred consumption trends and communication sector analysis patterns.

10. Implementation of the District Development Model (DDM)

In its endeavour to support and strengthen the DDM, the GCIS will undertake DDM-related communication interventions in partnership with the Department of Cooperative Governance and Traditional Affairs (CoGTA) and relevant departments. Over the next five years, the GCIS will also raise awareness and expanded access to information on the roll-out of the DDM to unlock bottlenecks and fast-track service delivery.

Significant focus will be to ensure that catalytic projects or projects identified in the DDM One Plan are profiled and awareness of the opportunities stemming from these projects are marketed on an ongoing basis, in partnership with all three spheres of government and among social partners.

The 2026 Local Government Elections will also feature as an important campaign over the strategic plan term.

11. Key risks and mitigation

Outcome	Key risks	Risk mitigation
Improved governance and service excellence	Misalignment between the operating model with the departmental strategy.	<ul style="list-style-type: none"> Appoint a service provider to assist in the development of an operating model. Benchmark an ideal Communication Agency Operating Model. Develop an operating model for GCIS informed by benchmark, economic feasibility and proposed new organisational designation. Prioritise the filling of the OD post.
	Failure to implement the digital transformation initiatives.	<ul style="list-style-type: none"> Implement the IMT Digital Transformation Strategy: IMT project Master Plan for the 2025/26 financial year, in line with 2025/26 APP. Provide training and empowerment to staff to improve digital capability.
Informed and empowered citizens	Limited reach of GCIS-managed platforms and campaigns to different segments of the population.	<ul style="list-style-type: none"> Development of the Platforms and Digital Strategy. Appointment of a panel of Audio visual. Produce Tracker research percentage reach report on public use of media platforms and information needs. Produce a report on native website statistics and social media statistics of GCIS digital platforms (impressions, views and engagements).
	Incorrect usage of the government Corporate Identity.	<ul style="list-style-type: none"> Develop and obtain Manco approval of the road show plan on government Corporate Identity. Rollout the road show plan on educating clients on the correct use of government Corporate Identity.
	Misinformation and Disinformation with government not being seen as a credible source of information.	<ul style="list-style-type: none"> Develop a schedule of media interviews. Monitor the implementation of the media schedule. Coordinate the partnership on mis- and dis-information. Conduct feasibility study. Appoint service provider to develop the content hub.
	Inability to meet the government advertising spend support (30%) to community media.	<ul style="list-style-type: none"> Develop Media Buying Policy (community media support). Increase percentage of advertising support to community media from GCIS campaigns.

A well-functioning government communication system	Reputational risk due to lack of coherence in government messaging.	<ul style="list-style-type: none"> • Key messages developed by GCIS to be cascaded to communicators and Accounting Officers (AOs). • Conduct induction of entrants into the system. • Conduct capacity building for communicators and executives. • Strengthen the relationship with communication stakeholders • Circulation of the <i>Tsa Today</i> poster. • Provide progress on the implementation of the integrated GCP.
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12. Public entities

Name of public entity	Mandate	Outcomes
MDDA	The MDDA was set up in terms of the MDDA Act of 2002 to enable historically disadvantaged communities and individuals to gain access to the media. The mandate of the agency is to create an enabling environment for media development and diversity which reflects the needs and aspirations of all South Africans; redress the exclusion and marginalisation of disadvantaged communities and people from access to the media and the media industry; and promote media development and diversity by providing support primarily to community and small commercial media projects. The overall objective of the agency is to ensure that all citizens can access information in a language of their choice and to transform media access, ownership and control patterns in South Africa.	<ul style="list-style-type: none"> • Unqualified audit opinion and managing financial performance • Research projects on key trends/developments impacting on community media sector • Community Media Digital Strategy implemented.
Brand SA	Brand SA was established as a trust in 2002 and gazetted as a Schedule 3A public entity in 2006, in accordance with the PFMA of 1999. Its purpose is to develop and implement a proactive and coordinated International Marketing and Communication Strategy for South Africa; to contribute to job creation and poverty reduction; and to attract inward investment, trade and tourism.	<ul style="list-style-type: none"> • Unqualified audit opinion outcome obtained annually • Integrated marketing campaigns and nation brand reputational programmes implemented for strategic platforms both domestically and internationally • Collaborative activities with various stakeholders both domestically and internationally.

DEPARTMENTAL TECHNICAL INDICATOR DESCRIPTORS (TID_s)



Outcome indicator: Development and implementation of an integrated platform strategy to improve relevance in a multi-channel environment and increase reach

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Development and implementation of an integrated platform strategy to improve relevance in a multi-channel environment and increase reach
Definition The meaning of the indicator The explanation of technical terms used in the indicator	The development of a platform strategy that aligns GCIS platforms with each segment of the GSM. The strategy will outline the contribution of the platforms towards the mandate of the GCIS to communicate with all South Africans.
Source of data Describes where the information comes from and how it is collected	Approved Platform Strategy
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Quantitative count of an approved strategy
Assumptions Factors that are accepted as true and certain to happen without proof	A consolidated review of current products and platforms will be done, and the strategy will be developed using the latest GSM
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities (PWD): 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	Approved Platform Strategy
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: % Increase in diversification of language usage (other than English)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	70% Increase in diversification of language (other than English) usage
Definition The meaning of the indicator The explanation of technical terms used in the indicator	A measure of the extent to which communication products and platforms (excluding websites) are availed using all official written languages (other than English)
Source of data Describes where the information comes from and how it is collected	GCIS-managed products and platforms
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Quantitative count of official written languages used in each product and platform (excluding websites)
Assumptions Factors that are accepted as true and certain to happen without proof	Diverse language usage will be promoted through the integrated platform strategy linked to the segments of the GSM
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	70% increase in diversification of language usage (other than English)
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD DDG: ICSM

Outcome indicator: Increased usage of development communication typologies to enhance access to information and empowerment

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Increase in development communication interventions increasing the communication efforts targeting Rooted Realists and City Seekers
Definition The meaning of the indicator The explanation of technical terms used in the indicator	Development communication interventions increasing the communication efforts targeting Rooted Realists and City Seekers to allow citizens to be direct participants in their own development and therefore exposing them to government's socio-economic programmes and opportunities
Source of data Describes where the information comes from and how it is collected	Development communication projects captured and reported on WIMS
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Different type of development communication typologies used targeting RR and CS
Assumptions Factors that are accepted as true and certain to happen without proof	Availability of information to complete all the reports on percentage use of development communication typologies
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	50% increase in development communication interventions increasing the communication efforts targeting Rooted Realists and City Seekers by 31 March 2030
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: ICSM

Outcome indicator: Percentage increase in reach of GCIS products/platforms among segment/s of the population

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Percentage increase in reach of GCIS-managed products and platforms among segment/s of the population
Definition The meaning of the indicator The explanation of technical terms used in the indicator	A measure of growth in reach (from the baseline) across GCIS- managed digital products and platforms among segments of the population
Source of data Describes where the information comes from and how it is collected	Analytics system or software
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Quantitative 70% growth (combined/ overall) in reach of websites and social media pages disaggregated across segments of the population
Assumptions Factors that are accepted as true and certain to happen without proof	Organic efforts across the platforms will reach the intended segmented audience through the implementation of the integrated platform strategy linked to the segments of the population
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women: • Target for youth: • Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	70% increase in reach of GCIS-managed products/platforms among segment/s of the population
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: Percentage increase in reach of GCIS campaigns among segment/s of the population

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Percentage increase in reach of GCIS campaigns among segment/s of the population
Definition The meaning of the indicator The explanation of technical terms used in the indicator	A measure of the positive growth in reach of GCIS campaigns across all five segments of the GSM
Source of data Describes where the information comes from and how it is collected	This data will be derived from various research sources such as Telmar, Nielsen and research reports of surveys to assess reach and knowledge of GCIS campaigns
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Percentage calculation off the baseline data across each segment (to measure the growth rate)
Assumptions Factors that are accepted as true and certain to happen without proof	Research will be undertaken periodically to assess the growth rate of knowledge of campaigns across all GSM segments
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	All provinces
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	Increase in growth across all segments of the GSM reached through GCIS campaigns
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: Improved citizen satisfaction of government communication across all spheres

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Improved citizen satisfaction of government communication across all spheres
Definition The meaning of the indicator The explanation of technical terms used in the indicator	To measure the rate of improvement in government communication through GCIS coordination and implementation of campaigns
Source of data Describes where the information comes from and how it is collected	Government Communication Satisfaction research reports
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Percentage increase off the baseline Percentage growth across all segments
Assumptions Factors that are accepted as true and certain to happen without proof	There will be budget available to conduct the research The respondents will be accessible and respond honestly in the research
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	All provinces
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	10% improvement in citizen satisfaction with government communication across all spheres by 31 March 2030
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: National Communication Strategic Framework (NCSF) implemented across all three spheres of government

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	National Communication Strategic Framework (NCSF) implemented across all three spheres of government
Definition The meaning of the indicator The explanation of technical terms used in the indicator	This indicator measures the percentage of government departments that develop and implement communication strategies in alignment with the NCSF as assessed by the GCIS. The indicator also assesses the implementation of the NCSF to guide the communications system (national and provincial) over the MTDP term
Source of data Describes where the information comes from and how it is collected	National government departments and provinces submit communication plans for GCIS to review plans against NCSF guidelines and core objectives. GCIS tracks implementation and reports on adherence.
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	<p>Quantitative Assessment Performance is measured as the percentage of government departments and provinces that have developed and implemented communication strategies adhering to the NCSF. Calculate adherence percentage, which is quantitative measure of compliance/implemented</p> <p>Qualitative Assessment (Performance Evaluation) Performance is also assessed qualitatively based on the depth and effectiveness of NCSF implementation. The communication strategy must reflect the core objectives and guidelines of the NCSF.</p>
Assumptions Factors that are accepted as true and certain to happen without proof	The NCSF will be finalised, approved by Cabinet and adopted across the full communication system. An implementation plan and reporting framework will also be developed. A compliant communication strategy is one that meets the NCSF requirements based on GCIS assessment.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA

Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	<ul style="list-style-type: none"> • NCSF 2025 –2030 developed with an implementation plan by 30 September 2025 • 9 provincial integrated communication strategic frameworks aligned to the NCSF by 31 October 2025 • Monitoring report on the state of implementation and adherence to NCSF by 31 July 2027. • 60% adherence to the NCSF in implementation of communication strategies across all spheres of government by 31 July 2027
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD DDG: ICSM

Outcome indicator: Branding and repositioning through the “GCIS FOR YOU” campaign	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Branding and repositioning through the “GCIS FOR YOU” campaign
Definition The meaning of the indicator The explanation of technical terms used in the indicator	To rebrand and profile the GCIS through implementation of a marketing campaign
Source of data Describes where the information comes from and how it is collected	Brand Strategy and implementation plan Research reports
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Rate of implementation of the brand repositioning campaign Number of respondents who claim knowledge and awareness of the GCIS brand
Assumptions Factors that are accepted as true and certain to happen without proof	The Brand and Marketing campaign will be funded
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women: • Target for youth: • Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	All provinces to reflect an increase in awareness
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	50% increase in awareness of the GCIS brand

Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD
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Outcome indicator: Centralised media buying	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Centralised media buying
Definition The meaning of the indicator The explanation of technical terms used in the indicator	Increase in the use of centralised media buying for government communication and increase in realised savings and discounts through use of the GCIS service
Source of data Describes where the information comes from and how it is collected	Suspense account Register of clients Orders and invoices processed
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	The total amount spent across government through GCIS centralised media buying
Assumptions Factors that are accepted as true and certain to happen without proof	Approval of the Media Buying Policy Availability of budget by client departments to initiate campaigns Streamlined SCM processes to enable efficiency and agility by GCIS Media Buying
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	30% annual discount negotiated on behalf of client departments and entities with commercial media owners by 31 March 2030
	100% increase in clients using GCIS for media buying by 31 March 2030
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: Diversification of media platforms used in government campaigns implemented by the GCIS

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Diversification of media types used in government campaigns implemented by GCIS
Definition The meaning of the indicator The explanation of technical terms used in the indicator	The indicator measures the growth in diversity of media types, specifically community media used to communicate messaging of government campaigns implemented by the GCIS
Source of data Describes where the information comes from and how it is collected	Telmar reports Memos approving campaigns
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Calculation of the percentage of campaigns that include community media and a combined average growth
Assumptions Factors that are accepted as true and certain to happen without proof	The Media Buying Policy will be approved. The closer working relationship with MDDA will improve overall compliance of community media increasing the pool that can be used for communication campaigns.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	40% growth in use of community media in key government campaigns implemented by GCIS
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: Improved alignment of communication to the Government Communication Plan (GCP)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Improved alignment of communication to the GCP
Definition The meaning of the indicator The explanation of technical terms used in the indicator	Communication practice norms improved to qualitative aspects to ensure compliance to the GCP (national) Phase 1 norms and standards applied at national between 2021 and 2024 will be used to assess compliance to the GCP at provincial and local government level
Source of data Describes where the information comes from and how it is collected	Monitoring reports on compliance to the GCP
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Qualitative
Assumptions Factors that are accepted as true and certain to happen without proof	The GCP will be qualitative at national level and quantitative (Phase 1 standards) at provincial and local government levels
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	60% compliance to qualitative elements of the GCP by national departments by 31 March 2030
	50% compliance to GCP norms and standards at provincial and local government levels by 31 March 2030
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD DDG: ICSM

Outcome indicator: Improved transformation of the MAC sector

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Improved transformation of the MAC sector
Definition The meaning of the indicator The explanation of technical terms used in the indicator	To improve the state of transformation in the MAC sectors of the economy by application of the BBBEE Sector Code
Source of data Describes where the information comes from and how it is collected	Annual Transformation Report
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Percentage growth per segment of the MAC Sector Code elements (7 elements)
Assumptions Factors that are accepted as true and certain to happen without proof	The council will annually undertake the compilation of the report and submit to the Minister of dtic via GCIS (Minister in The Presidency)
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	Women 30% Youth 40% PWD 4%
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	Decentralisation to provinces other than Western Cape (WC), KwaZulu-Natal (KZN) and Gauteng (GP)
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	5 – 10% increase in the seven elements of the B-BEEE Sector Code by 31 March 2030
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: Improved institutional arrangements of the MAC Council

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Improved institutional arrangements of the MAC Council
Definition The meaning of the indicator The explanation of technical terms used in the indicator	To establish a standalone secretariat and operations of the council
Source of data Describes where the information comes from and how it is collected	BBEEE Act and MAC Sector Code
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Appointment of Head of Secretariat Launch of Sector Council website and corporate identity
Assumptions Factors that are accepted as true and certain to happen without proof	GCIS will provide a funding allocation towards the establishment of the secretariat in line with the sector code requirements and the code of good practice
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	Secretariat established by 31 March 2030 (as a standalone secretariat for the MAC Sector Council that is compliant with the Code of Good Practice)
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: Improved support towards sustainability of the community media sector

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Improved support towards sustainability of the community media sector
Definition The meaning of the indicator The explanation of technical terms used in the indicator	Strategy that defines deliberate support interventions that will promote the sustainability of the community media sector
Source of data Describes where the information comes from and how it is collected	Approved Community Media Advancement Strategy and scheme
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Simple count of an approved strategy
Assumptions Factors that are accepted as true and certain to happen without proof	The strategy will align with the proposed amendments to Chapter 9 of the ECA and the processes to develop the ECA Amendment Bill
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women: • Target for youth: • Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	Community Media Advancement Strategy developed by 31 March 2028
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: Professionalisation of government communication

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Professionalisation of government communication
Definition The meaning of the indicator The explanation of technical terms used in the indicator	The need for 60% of newly appointed communicators at national, provincial and local government participate and to complete the Mastering the Art of Government Communication (MAGC) offered by GCIS and NSG
Source of data Describes where the information comes from and how it is collected	NSG reports on government communicators who enrol and complete the MAGC course
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Calculation of the percentage of government communicators who compete the course
Assumptions Factors that are accepted as true and certain to happen without proof	The course will be made compulsory for all newly appointed national, provincial and local government communicators
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	60% of newly appointed communicators completing the MAGC course facilitated by the GCIS and NSG.
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: ICSM

Outcome indicator: Assessment of contribution of Brand SA and MDDA to national policy

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Assessment of contribution of Brand SA and MDDA to national policy
Definition The meaning of the indicator The explanation of technical terms used in the indicator	To ensure alignment in the mandate execution of Brand SA and MDDA to national imperatives and government policy goals
Source of data Describes where the information comes from and how it is collected	Annual reports of the entities Annual assessment reports by GCIS of the policy alignment
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	A simple count of reports evaluating the policy contributions of MDDA and Brand SA
Assumptions Factors that are accepted as true and certain to happen without proof	GCIS will improve relations across government departments such as DCDT and dtic to ensure access to information on policy imperatives that affect the MDDA and Brand SA
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	Assessment report of alignment and contribution of Brand SA and MDDA to national policy by 31 March 2029
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CPD

Outcome indicator: Digital Transformation Strategy implemented

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Digital Transformation Strategy implemented
Definition The meaning of the indicator The explanation of technical terms used in the indicator	Digital transformation initiatives and projects implemented by GCIS to achieve digital transformation
Source of data Describes where the information comes from and how it is collected	Digital Transformation Strategy Implementation Report developed by the OGITO and presented to the IMT Steercom and Audit Committee
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Percentage of GCIS environment that has been digitally transformed
Assumptions Factors that are accepted as true and certain to happen without proof	Funds will be allocated to fund the implementation of digital transformation initiatives. GCIS business units will participate in the process of identifying digital transformation initiatives
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	NA
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	NA
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	90% GCIS environment digitised by leveraging technology to improve customer experience, collaboration, efficiencies and decision-making by 31 March 2030.
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CS

Outcome indicator: Employees upskilled in digital, communication and co-ordination skills to ensure a skilled and capable workforce.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title Title of the indicator verbatim from the SP	Percentage of employees upskilled in digital, communication, co-ordination skills to ensure a skilled and capable workforce
Definition The meaning of the indicator The explanation of technical terms used in the indicator	The indicator measures the percentage of employees upskilled in digital, communication and co-ordination skills to ensure a skilled and capable workforce. Implementation of the Training Plan will entail capacitating core function employees of the GCIS in digital streaming; podcasting; film production; screenwriting, copywriting, content production; video editing; digital storytelling, using a mobile device; digital media production using a vlogging kit; digital photography; radio production; digital literacy, microsoft digital literacy; creative and social media writing; amongst others.
Source of data Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> Approved WSP / Training Plan PSETA quarterly training progress reports towards implementation of the approved Training Plan
Method of calculation/assessment How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Quantitative count of the percentage of employees upskilled
Assumptions Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> Cooperation from training service providers. Employees and managers' commitment. Allocation of a minimum of 1% training budget GCIS employees shall be skilled in line with the approved annual WSP/Training Plan.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women: Target for youth: Target for persons with disabilities: 	<ul style="list-style-type: none"> 50% females 5% youth 2% persons with disabilities
Spatial transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Desired performance Identifies whether actual performance that is higher or lower than targeted performance is desirable	70% of employees in core functions are upskilled in digital, communication and co-ordination skills by 31 March 2030
Indicator responsibility Identifies who is responsible for managing and reporting the indicator	DDG: CS

ACRONYMS

AI	Artificial Intelligence
APP	Annual Performance Plan
AO	Accounting Officer
AU	African Union
Brand SA	Brand South Africa
BRICS+	Brazil, Russia, India, China, South Africa Plus
B-BBEE	Broad-Based Black Economic Empowerment
CCP	Cluster Communication Plan
CFO	Chief Financial Officer
COGTA	Cooperative Governance and Traditional Affairs
CRC	Communication Resource Centre
CSA	Communication Service Agency
DD	Deputy Director
DDG	Deputy Director-General
DG	Director-General
DDM	District Development Model
DPME	Department of Planning, Monitoring and Evaluation
dtic	Department of Trade Industry and Competition
EA	Executive Authority
ERRP	Economic Reconstruction and Recovery Programme
FCA	Foreign Correspondence Association
GBVF	gender-based violence and femicide
G-CET	Government Communication Excellence Tool

GCF	Government Communicators' Forum
GCIS	Government Communication and Information System
GCME	Government Communications Monitoring and Evaluation
GCP	Government Communication Policy
GITO	Government Information Technology Officer
GNU	Government of National Unity
GWEA	Government Wide Enterprise Architecture
G20	Group of Twenty
NCSF	National Communication Strategy Framework
NDP	National Development Plan
HCCS	Human Capital and Corporate Support
HRP	Human Resource Plan
ICF	Internal Communicators' Forum
ICTS	International Cooperation, Trade and Security
IGCP	Integrated Government Communication Plan
IM	Information Management
JCPS	Justice, Crime Prevention and Security
MAC	Marketing, Advertising and Communication
MANCO	Management Committee
MDDA	Media Development and Diversity Agency
MEC	Member of the Executive Council
MLO	Media Liaison Officers
MP	Member of Parliament
MTDP	Medium Term Development Plan

MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MDT	My District Today
NSG	National School of Government
OAAA	Outdoor Advertising Association of America (OAAA)
OoH	Out of Home
OFA	Organisational Functionality Assessment
OGITO	Office of the Government Information Technology Officer
OTT	Over the top platform
PGA	Parliamentary Press Gallery
PLL	Provincial and Local Liaison
PFMA	Public Finance Management Act
PSM	Public Sector Manager
PWD	Persons with Disabilities
SMME	Small Medium and Micro Enterprises
SADC	Southern African Development Community
SITA	State Information Technology Agency
SP	Strategic Plan
SLA	Service-level agreements
SoNA	State of the Nation Address
S&OP	Strategy and Organisational Performance
USSD	Unstructured Supplementary Service Data

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