PROGRAMME 1: ADMINISTRATION

Administration is responsible for management and provides support services to the entire department. Its functions cover human resources (HR), training, internal audit, information technology (IT), financial management, procurement and auxiliary services. A project desk co-ordinates communication projects driven by the GCIS and those done in collaboration with other departments.

DIRECTORATE: HUMAN RESOURCES

This directorate is responsible for managing HR issues and promoting effective practices.

SERVICE-DELIVERY ACHIEVEMENTS AND INDICATORS

Recruitment and selection

The following highlights were achieved in the 2005/06 financial year:
- Quick turnaround times have been maintained.
- Internal processes and procedures were firmly established.
- Expectations were exceeded in over 90% of the time.
- The employment equity targets of 2% for recruitment of disabled staff were met. By the end of the reporting period, GCIS' equity level stood at 2,8%.
- A tracking board was introduced to monitor recruitment and selection processes.
- Additional staff members joined the directorate, fast-tracking the process.

Leave statistics

Leave statistics are produced on a monthly basis and presented to management for review and follow-up. This ensures that all leave taken by staff members is properly recorded and accounted for.

The eight-week sick leave rule is implemented in the organisation.

A reminder is also sent to all staff members to ensure that they take their leave during the required period. A policy for taking leave during the festive period has been developed.

Maintenance of sound labour relations

The following service-delivery indicators were achieved in the reporting period:

- a bargaining council was launched
- information sharing sessions were conducted regularly to identify and address staff matters

- policies and procedures were better understood by staff members
- presentations on policies were conducted for staff
- a grievance policy was put in place for staff members
- all disciplinary matters were dealt with in terms of the prescripts.

Performance evaluation of staff

GCIS has successfully implemented the Performance Management and Development System (PMDS) and road shows are conduced to ensure that all staff members are well informed of the organisation's PMDS.

All staff members are evaluated bi-annually or quarterly depending on their employment status in the organisation.

Staff members who perform above expectation receive merits awards while those who perform below expectation are provided with the necessary training and mentoring.

Providing leadership in internal communication

The following service-delivery indicators were achieved in 2005/06:
- staff orientation was conducted on the first day of employment
- relevant information was provided timeously to all staff members
- employees were kept informed of the organisation's policies and procedures
- 'Did you Know' information bulletins were introduced
- monthly cake and tea mornings and weekly social club meetings were held to enhance communication and interaction between staff members.

Providing leadership in the Information Centre

The Information Centre is made up of the Information Service, the directories section and the library.

■ Directories

The following highlights were achieved:
- the directories were updated on a daily basis
- good co-operation exists between staff members and clients
- chapters in the directories were expanded to include local government
- pictures in the *Profiles Directory* were printed in colour
- the process of publishing a CD-Rom version of directories was started
- the distribution strategy was implemented.

■   Information Service

•   The Information Service provides a rapid response service to all client enquiries
•   Close working relations exist with service-providers and monthly statistics on queries handled are provided to
         management.

■   Library

The following highlights were achieved in the reporting period:
•   library services were automated to enhance convenience and can now be accessed from staff members' work-
         stations
•   the library was kept up-to-date with the latest relevant book releases
•   the security system was operating well
•   a library policy was implemented and is now in full operation.

DIRECTORATE: TRAINING SERVICES

Training Services is responsible for the skills development and capacity-building of staff, including the health and wellness programme.

The directorate performs the following functions:
•   It develops the skills profile of GCIS staff by organising in-house and external training.
•   It organises communication-related training for government communication officers based at national,
         provincial and local level.
•   It manages the well-being of staff through the Employee Health and Wellness Programme (EHWP). The pro-
         gramme is also responsible for the management of HIV and AIDS within the organisation.

SERVICE-DELIVERY ACHIEVEMENTS AND INDICATORS

Training and capacity-building of GCIS personnel

Short courses

During 2005/06, some 287 staff members underwent short-course training in various fields such as the Performance Agreement System, facilitation/presentation skills, IT, protocol, mentorship, MS Office and others.

Part of the training was organised and attended in-house i.e. customised while part was conducted by service-providers.
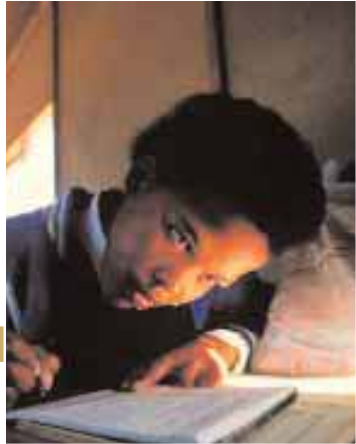
Bursaries

In the reporting period, bursaries were awarded to 48 staff members in different fields, most of which were communication- and management-related courses. The duration of the courses was between one and three years with very few being more than three years.

A special arrangement was made to accommodate the following short courses:
•   the Senior Management Programme at the University of Pretoria, which was attended by 12 staff members
•   the Management Development Programme at the University of Pretoria, which was attended by four people
•   the Project Management Programme at the University of Pretoria, which was attended by three staff members.

In 2005/06, total bursaries allocated amounted to R513 878, 74. Year after year, a larger number of staff applies for bursaries.

Induction of new staff members

New staff members in the organisation are inducted on a monthly basis. During 2005/06, 108 new members were inducted at a cost of R31 353,26.

Internships and experiential training

Internships and experiential training continue within the organisation. In these instances, students from different institutions of learning join GCIS to gain practical or on-the-job training. Others come to the organisation to be exposed to and to gain experience in the working environment.

During the reporting year, 36 interns, including experiential trainee students, were accommodated at a cost of R215 215,44.

Learnership programme

From April 2005 – March 2006, Training Services hosted 10 learners as part of a learnership programme in Marketing Communications at National Qualification Level 4.

The AAA School of Advertising was appointed as the training service-provider to facilitate the academic side of the training. GCIS and the AAA School of Advertising signed a service level agreement (SLA) which came into effect in April 2005.

The Learnership Implementation Programme called for the appointment of mentors to support the learners through-out the programme. Ten mentors were appointed who each received R1 000 with tax deduction from May 2005. Each mentor signed a SLA to govern the mentorship process.

The learnership programme officially ended on 31 March 2006. Nine learners passed the institutional assessment conducted by the AAA School of Advertising. The programme cost the organisation R860 000. In 2006/07, GCIS will continue with the same programme, accommodating 11 learners.

Adult Basic Education and Training (ABET)

All six ABET learners who enrolled for the ABET Level 4 (equivalent to Grade 9) programme in 2005 passed. The programme was facilitated by the African Learning and Development Academy and examinations were written under the auspices of the University of South Africa. The students received ABET Level 4 certificates on completion of the programme. The amount spent on this programme totalled R59 840.

Training and capacity-building of government communication officers

The Professional Certificate in Government Communication and Marketing (funded by GCIS, Unilever and the Mandela-Rhodes Foundation and hosted by the University of Witwatersrand Graduate School of Public and Development Management), which started in 2004, was presented for the second time in 2005 to communication officers from the three spheres of government and state-owned enterprises.

The purpose of the programme is to:
• 	improve the marketing and communication skills of all government communicators
• 	expand information dissemination techniques so that the public at large has a better understanding of how government works
• 	enhance and build on the current skills that government communicators have to offer
• 	ensure that government employees become both good communicators and efficient managers.

Forty students were short-listed for the course but only 39 registered and attended. During the duration of the course, one student left government for the private sector and discontinued the course. Of the 38 students who attended and sat for examinations, 31 passed.

Four students achieved an A symbol i.e. 75% (cum laude) and above in 2005, compared with one student in 2004. The top student was awarded a two-week trip to the United Kingdom (headquarters of Unilever) by the Unilever Foundation. The course is continuing in 2006 and it is believed that stricter selection methods will enhance attendance and pass rate. Forty communication officers have been admitted to the programme. The University of the Witwatersrand continues to be the training-provider.

Employee Health and Wellness Programme

The EHWP assists staff members to cope with personal and health-related challenges they may be facing.
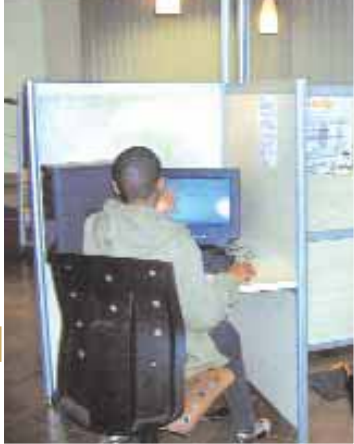
Training

In 2005/06, the following highlights were achieved:
• the last five regional offices that were not trained in 2004 received basic training in the EHWP
• the workshop 'Beyond HIV and AIDS' was presented to staff members
• the EHWP Committee and other staff members attended the Diversity Management Workshop
• staff members underwent training in First Aid Level 1
• a total of R58 983 was spent on training.

Implementation of the Employee Health and Wellness Programme

During the reporting period, through the Bua Fela sessions, qualified consultants briefed staff members on various topics to enhance their quality of life:
• Issues such as HIV and AIDS in the workplace, diabetes and its management, the role of youth programmes in youth development, healthy living, the importance of holidaying, dealing with stress, etc. were highlighted and discussed.
• Eye care awareness – staff underwent eye testing and received information and advice on eye care.
• Healthcare screening – staff was screened for hypertension, cholesterol, glucose and body weight. Health education and advice were provided where necessary.
• Voluntary counselling and testing were also provided to those interested. A rapid HIV test was used to conduct HIV screening for those who volunteered.
• A wellness day to celebrate AIDS Day was organised, during which a medical professional took staff through his journey living with HIV.
• The Woman Wellness Programme was arranged to address female health-related issues such as Pap smears, breast and cervical cancer screenings and weight management.
• The Male Wellness Programme addressed male-related topics such as prostate cancer, sexual dysfunctions and weight management.
• Some 120 staff members received finger touch massages to counteract the effect of stress in the workplace. Approximately R43 700 was spent on these initiatives.

Counselling

During the reporting period, 18 staff members, and two with their families, who required professional assistance, were referred to specialists. The amount spent on counselling totalled R26 427.

Policies and guidelines
Policies and guidelines on all issues affecting staff members such as the Bursary Policy, the EHWP Policy, Bereavement Policy, Guidelines on the Acceptance of Interns, Volunteers and Learners, and others, have been updated and/or developed. All are operational and guide the organisation as it continues to implement its mandate.

CHIEF DIRECTORATE: FINANCIAL, PROVISIONING AND AUXILIARY MANAGEMENT

The chief directorate is responsible for financial, provisioning and auxiliary support to the department. A key function is to ensure the department's implementation of and adherence to the Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), and supply chain management regulations.

SERVICE-DELIVERY ACHIEVEMENTS AND INDICATORS

FINANCE

The directorate continues to consistently monitor expenditure against the approved business plans and ensures full compliance with all the stipulated PFMA regulations, Treasury regulations and departmental financial guidelines in the management of financial administration.

As a result, the Audit Report for the year ending 2004/05 was unqualified without any emphasis on any matter.

PROCUREMENT

The directorate ensures successful alignment of the procurement structure to the requirements of the Supply Chain Management Framework. Additional personnel capacity has been approved to ensure the continuous improvement of effective and efficient procurement processes. The broad asset implementation plan, driven at National Treasury level, was also successfully implemented.

AUXILIARY SERVICES

The directorate continues to manage the organisation's health and safety services to ensure a conducive and healthy working environment.

CHIEF DIRECTORATE: INFORMATION MANAGEMENT AND TECHNOLOGY

This chief directorate consists of Electronic Information Resources (EIR) and IT.

DIRECTORATE: ELECTRONIC INFORMATION RESOURCES

EIR is responsible for developing, maintaining and updating the South African Government's information and services portals and the GCIS and related websites. It advises and supports government departments and provincial legislatures on developing, redesigning or maintaining their websites and evaluates new and existing government websites on request.

SERVICE-DELIVERY ACHIEVEMENTS AND INDICATORS

During 2005/06, EIR improved the comprehensiveness and accessibility of government information on the Internet by means of the South Africa Government Information Portal. Approximately 2 000 documents (compared with 1 613 in 2004/05) and 5 038 speeches and statements (compared with 4 826 in 2004/05) were added to the portal, while 1 290 government and national events, special days, press conferences and others conferences were announced (compared with 403 in 2004/05). Prominent postings included the Government's Programme of Action and cluster reports, imbizo focus weeks, the State of the Nation Address, parliamentary media briefings, the Budget speech and departmental budget votes.

Usage statistics for the portal increased from 10 295 577 page views in the previous reporting period to 11 254 508.

During 2005/06, further improvements were implemented, including categorising links, improving the comprehensiveness of events announced on the website, content editing, the posting of provincial budget votes, improving the comprehensiveness of documents posted on the website, further improving the 'Events' content management system and enhancing the 'Profiles' database. A project has been initiated to improve the 'Documents' category by developing a database and a content management system for the updating of information. This project will be completed in the following review period.

A service-provider was appointed to support GCIS with the development and maintenance of the search functionality on the Government Information Portal. The aim is to audit the current functionality and to improve it accordingly. The business ownership of the Batho Pele Gateway Portal, previously managed by the Department of Public Service and Administration (DPSA), officially became the responsibility of GCIS on 1 April 2005. Content managers were appointed by government departments and a workshop was held to brief them on the content management policy. Existing content on the portal was rewritten and verified with the co-operation of content managers, while EIR managed the language editing of the English portal's content.

By the end of the review period, the portal was translated in seven official languages. EIR was also involved in planning for the development of a content management system that forms part of the Gateway migration project, managed by the DPSA. Content uploading of all English and translated content to the migrated system was done after this development.

Other output of EIR included supporting the DPSA with a government website survey, publishing South African National AIDS Council and Community Development Worker (CDW) information on the Government Information Portal, and advising the Department of Foreign Affairs and the South African Management Development Institute on website development. EIR performed evaluations of the websites of The Presidency, the Independent Electoral Commission (IEC), the South African Secret Service and the departments of health and of science and technology; and assisted the Department of Foreign Affairs with the development of a website for the Progressive Governance Summit.

DIRECTORATE: INFORMATION TECHNOLOGY

IT is responsible for maintaining, supporting and providing information and communications technology in GCIS.

SERVICE-DELIVERY ACHIEVEMENTS AND INDICATORS

In 2005/06, IT completed the establishment of a virtual private network with the State Information Technology Agency (SITA). This provides GCIS with more efficiency around security and performance on its network and assists in reaching those multi-purpose community centres that only have basic telecommunication infrastructure in place. In 2006/07, the directorate's next step will be to improve the GCIS wide area network by investigating and implementing voice communication on the data network.

IT capacitated the GCIS web infrastructure hosted at SITA to cater for improved up-time for the Government Information Portal and GCIS website. Procurement of additional equipment was completed and rolled out in 2005/06. The focus will now be on establishing capacity for IT continuity for the web infrastructure.

The roll-out of in-house development projects to meet the needs and contribute towards a smarter working GCIS has resulted in the implementation of the Ward Information Management System, the Training Services Management System and others to meet the needs of sections within GCIS. These systems were enhanced in this reporting period to meet new functionality requirements. System development projects will continue to be based on the needs of GCIS and some projects will be outsourced to SITA if capacity and budget constraints are experienced.

GCIS' desktop and server software environment was upgraded with the latest versions as per the Microsoft Enterprise Licence Agreement. Software in the desktop publishing environment was also upgraded.

IT will continue to maintain the security and anti-virus systems. The replacement of equipment approaching their end-of-life cycle will be planned and budgeted for on an ongoing basis. Supplier relationships with SITA and other IT service-providers through the use of SLAs will continue.

DIRECTORATE: PROJECT DESK

The Project Desk is responsible for annually spearheading the development and monitoring of the implementation of the Government Communication Programme – a programme outlining in detail government's communication priorities and themes during the financial year. Through transversal campaigns, a more integrated and disciplined approach towards the communication of government's implementation of its mandate is realised. The transversal project teams consist of and are led by the heads of communication and communication cluster members, and as a result, synergies and coherence of key messages across all levels of government are largely achieved.
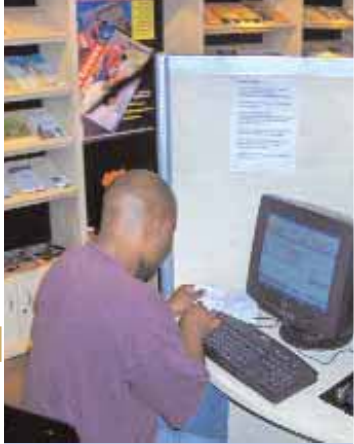
SERVICE-DELIVERY ACHIEVEMENTS AND INDICATORS

Co-ordinating interdepartmental government projects

In the 2005/06 financial year, the Project Desk provided project management and co-ordination support to the following projects, among others:

- 16 Days of Activism for No Violence against Women and Children: The campaign focused on raising awareness among LSM 1 – 5 and building partnerships across sectors of society around issues of women and child abuse.
- Local government elections 2006: Together with the Department of Provincial and Local Government and other relevant departments, the campaign focused on the mobilising of citizens to register to vote. The project was formally closed after successful local government elections took place on 1 March 2006. Although comparison analysis is underway, an official voter turnout increase of 25 542 87 (compared with the 2000 local elections) was registered by the IEC. An exit report containing lessons learnt and resultant recommendations was presented to management.
- Imbizo (including Project Consolidate): The communication project team actively contributed to the roll-out of the municipal izimbizo in 136 municipalities through a communication and implementation strategy to promote the active participation of communities, their representatives and officials in the implementation of Project Consolidate.
- 2010 National Communication Partnership: The GCIS project team, working with the Local Organising Committee and the 2010 National Communication Partnership, contributed to the establishment of the partnership and its launch workshop in November 2005.
- Transformation of the marketing, advertising and communication industry: The project team helped facilitate the process towards the development of a transformation charter and its ceremonial signing by relevant industry bodies and sectors. Since then, it has assisted in the broadening of the signatories and work towards the establishment of a charter council.
- Mass campaign on economic opportunities: The project team facilitated the production and screening of a television documentary *Azishe Ke!* on SABC. Statistics provided by the Gateway Call Centre confirmed that this programme, along with the publication of the magazine *Vuk'uzenzele*, have contributed to significantly expanded usage of the call centre.
- Batho Pele Gateway: The campaign involved the popularisation of the Batho Pele Gateway to citizens, with particular reference to its benefits in terms of expanding access to government information and services.
- CDWs: GCIS participated in the communication campaign for the roll-out of the CDW programme, including its launch in November 2005. By March 2006, there were about 3 000 CDWs deployed in municipalities across South Africa to provide information and services to citizens.
- African Peer Review Mechanism (APRM): The GCIS project team, working together with the DPSA, is responsible for awareness-raising about the APRM, and mobilising citizens to participate in the APRM processes. A multimedia campaign was launched in November 2005 and by March 2006 plans were on board to intensify the campaign, including through stakeholder liaison and partnerships.

- The Project Desk was also instrumental in developing communication strategies and key messages for events such as the National Land Summit, the release of the *Lindela Report* and the release of the South African Police Service's *Annual Report*, to mention but a few. In 2005/06, over 36 communication strategies for various campaigns were developed and assistance was provided for implementation.
- The Project Desk also spearheaded an initiative to capacitate supervisors and project leaders with respect to communication strategy development and facilitation. A bid was awarded to a service-provider in November 2005, and about 20 GCIS officials were trained to develop a communication strategy and to facilitate a workshop in this regard.
- 2006 anniversaries: During the period under review the groundwork was laid for a communication co-ordination campaign, across government, around a series of anniversaries marking milestones in the struggle for freedom and democracy.

DIRECTORATE: INTERNAL AUDIT

The Directorate: Internal Audit is an independent assurance and consulting activity designed to add value and improve the organisation's operations. It assists GCIS to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

SERVICE-DELIVERY ACHIEVEMENTS AND INDICATORS

Consulting services

As part of its mission to introduce a systematic and disciplined approach to risk management, the unit facilitated the development of the GCIS Enterprise-Wide Risk Management Strategy. The process involved conducting workshops with all GCIS' business units and its public entity, the International Marketing Council (IMC). The process culminated in the Enterprise-Wide Risk Management Strategy for GCIS and the IMC.

The unit is also responsible for co-ordinating audit committee meetings for GCIS and its public entities, the IMC and the Media Development and Diversity Agency (MDDA). Four audit committee meetings for GCIS, the IMC and the MDDA were held during the financial year under review.

In addition to risk management consulting services, the unit introduced governance services for the first time. The prime objective is to identify all acts and regulations applicable to GCIS and its public entities, like the PFMA, 1999, and develop checklists using risk management software. The checklists are forwarded to clients for completion to assess the level of compliance. Internal Audit then corroborate all areas indicated as fully compliant and monitor areas where work needs to be done to reach full compliance status.

Assurance services

As part of its mission to introduce a systematic and disciplined approach to evaluating the adequacy and effectiveness of the system of control and governance, the unit updated its three-year strategic plan and developed an annual operational plan for the year under review, based on risks identified in the GCIS Enterprise Risk Management Strategy. The unit successfully implemented its annual operational plan, with 10 of the 14 planned audit projects conducted and reports presented to senior management and the Audit Committee. By March 2006, the remaining three were almost complete and were expected to be tabled at the next senior management meeting and the Audit Committee.

The unit is also the official internal audit service-provider of the IMC. A number of audit projects were conducted and reports discussed with senior management and the Audit Committee. By March 2006, the last phase of the audit had been completed and was expected to be presented at the following Audit Committee meeting.

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To inform government's communication strategy and programmes by analysing and producing research reports on public communication and information needs and on trends in the

communication environment"