



Government Communication and Information System

ANNUAL PERFORMANCE PLAN



MEDIUM-TERM PERIOD
2021/22 -2023/24

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT



**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA



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FOREWORD BY THE ACTING MINISTER IN THE PRESIDENCY

A new sense of hope abounds across our nation following the arrival of life-saving Coronavirus Disease (COVID-19) vaccines that are strengthening our fight against the global pandemic. Building on this positive momentum, the GCIS will play a key role in inspiring citizens with a message of hope and confidence, and continuously update South Africans on the progress made in the fight against COVID-19 and efforts towards our economic recovery.

We remember all the precious lives lost during this difficult period, including the late Minister in The Presidency, Mr Jackson Mthembu. The late Minister was dedicated to building a better tomorrow for our people and inspired others to do the same. He left an indelible mark on the department and set the tone for government communication.

The GCIS will continue to support communication around the roll-out of the vaccines by providing communities with relevant information regarding the national programme. This is in line with our constitutional imperative as the work of the department to inform the public about government's plans and programmes is mandated by the Constitution of the Republic of South Africa of 1996. The Constitution requires government to provide citizens with information that is accurate, timely and proactive to empower and improve their lives.

Over the past year, the GCIS has been the lead department in implementing the COVID-19 Communication Strategy, ensuring effective coordination of the system. All existing communication structures such as provincial government communication forums, local government communication forums, district and municipal communication forums and local communication forums were used to coordinate communication.

The department also played an instrumental role in supporting South Africa's Chairship of the African Union (AU) in 2020. When South Africa took over the chairship, we were in the midst of COVID-19 that was rapidly spreading throughout the world and the continent. The country spearheaded a number of meetings that resulted in the development of the continent's COVID-19 strategy

and establishment of an AU COVID-19 Response Fund to assist member states in funding an effective response.

South Africa helped to move the AU agenda forward, despite the many challenges posed by the pandemic. The continent pushed ahead with the goal of 'silencing the guns' and the launch of the African Continental Free Trade Area on 1 January 2021.

The GCIS played an important role during South Africa's AU Chairship, supporting communication during the country's tenure and keeping South Africans updated on the work that was entrusted to us in this all-important position. Through the GCIS-led Africa Webinar series, key stakeholders from across the continent were drawn into robust debate on important issues facing Africa.

In 2020, the GCIS commenced with the appointment of the Marketing, Advertising and Communication (MAC) Charter Council to ensure that transformation in this sector is reported and monitored. The GCIS's successes extended to it using its flagship communication platforms and products to share information on government's key priorities such as employment, economic opportunities, youth programmes, service delivery, and the fight against corruption and gender-based violence and femicide (GBVF).

The department also played a supporting role in driving communication during the Third South Africa Investment Conference (SAIC), which raised an additional R108 billion in investment commitments towards the five-year target of R1, 2 trillion.

This 2021/22-2023/24 APP details how the department intends to keep South Africans abreast of the work we are undertaking as a nation. It focuses on the department's products, platforms, services and engagements so that it yields tangible results for South Africans on job opportunities and access to government programmes in a post-COVID-19 environment.

We will use the power of communication to drive job creation and improve the economy by providing information to citizens on accessing government programmes and economic opportunities. South Africans will also be consistently updated on the implementation of our Economic Reconstruction and Recovery Plan (ERRP), which sets out a bold vision and immediate actions to grow our economy.

Through a set of focused and ambitious actions in priority areas, the ERRP aims to place South Africa on a new growth trajectory. It focuses our nation's efforts to pursue new sources of growth as we work to rebuild and grow the economy. It redoubles our work on critical areas such as securing our nation's energy supply, growing the small and medium enterprise sector, and an agricultural sector that delivers food security.

There is little doubt that our nation's recovery from COVID-19 requires a great deal of effort and resources. The GCIS has a critical role in creating an enabling environment through the provision of inclusive communication services to all South Africans. Given the department's limited resources, we cannot achieve all we would like on our own.

We will endeavour to renew and foster partnerships between citizens and government to build and grow our nation. We are confident that working together in partnership with South Africans, community and business organisations, and other government departments, we can garner the necessary resources to reach all 60 million South Africans.

We will also use communication to strengthen our nation's fight against GBVF, corruption, gangsterism and drug abuse by empowering people with information to reverse the moral degeneration caused by these social problems. We will build confidence by continuously updating South Africans on what we are doing to fight crime and corruption.

The past year has taught us many valuable lessons as a nation, particularly on the importance of

communication. COVID-19 has not only tested our nation's resolve but also the robustness of our communication system. The pandemic demonstrated the power and value of effective communication.

One of the distinguishing features of how government managed this pandemic was listening to our people and their concerns. As a caring government, we will continually assess our operations and amend our practices to best respond to various challenges.

Through our development communication programmes – including community radio talk shows, door-to-door outreach campaigns and mall and taxi rank activations undertaken in line with health and social distancing regulations – we continue to listen to the concerns of our people.

Moreover, in taking information directly to the doorsteps of our communities, the GCIS is able to keep its finger on the national pulse and this sometimes also acts as an early warning to issues emerging in the community. We remain prepared to respond accordingly to people's concerns and continually strive to do better.

We have incorporated these valuable lessons and experiences in the APP to strengthen our engagement and communication with South Africans. We are mindful that South Africans are at the heart of all our work and we are therefore committed to empowering every citizen with relevant and accurate information so that they can become agents for meaningful change in their lives.



Ms Khumbudzo Ntshavheni, MP

Acting Minister in The Presidency

Date: 15 March 2021



FOREWORD BY THE DEPUTY MINISTER IN THE PRESIDENCY

The COVID-19 pandemic has exposed the existing and persisting socio-economic and health inequalities in our society. It has also caused severe human suffering and taken many lives.

As the GCIS, we lost one of our finest public servants and government communicators, the late Minister in The Presidency, Mr Jackson Mthembu. His passing from complications related to COVID-19 has left a void, and his meaningful contribution to superb government communication will never be forgotten.

As the face of government communication, Minister Mthembu understood that clear and effective communication is critical to the work of government and he led the government communication system from the front during the height of the unprecedented COVID-19 crisis.

Our communication during this difficult time has focused on instilling behavioural change by profiling everyday preventative measures to stop the spread of the virus. Notably, government was among the most trusted sources of information on COVID-19.

The GCIS was responsible for convening the communication subcommittee around implementation of the communication plans to ensure integrated messages. It also involved media monitoring, drafting and disseminating daily messaging to government for public communication.

Our comprehensive communication campaign also focused on media engagement, paid-for advertisement in electronic broadcasting, print, face-to-face engagement and digital media platforms. The media as a vital partner were provided with constant updates on what was still a fast-evolving situation. Regular virtual meetings, press conferences and engagements were held.



falsehoods, which are a danger to our society.

Our priority going forward is to inform the public about the massive vaccination roll-out programme across the country. Since communication is central to this task, we will continue to raise awareness, change perceptions and encourage all adults living in South Africa to get vaccinated against COVID-19.

The government communication system will also ensure that the priorities of government as reflected in the National Development Plan (NDP) and the Medium Term Strategic Framework (MTSF) for 2019-2024 are communicated effectively and comprehensively.

In particular, we will update South Africans on the progress being made in the implementation of the ERRP. This is in line with our constitutional mandate to provide citizens with information that is accurate, timely and proactive in order to empower them and improve their lives.

To achieve this constitutional mandate, the GCIS relies on a variety of platforms. These include both print and electronic media, government products such as the fortnightly *Vuk'uzenzele* newspaper, the News Service (SAnews); *My District Today* newsletter; the *Public Sector Manager (PSM)* magazine and advertisements. The GCIS will also use community radio and African Language Stations to ensure that people receive news and information in languages they prefer.

As part of our constitutional mandate, the GCIS will also raise awareness and expand access to

information about the 2021 Local Government Elections. To ensure that South Africans participate in their numbers, the GCIS will be at forefront of providing information to all eligible voters about the importance of voting in a constitutional democracy. We will provide up-to-date information on voter registration weekends and general information about the election and the importance of voting.

As in the past, voting day will be preceded by voter registration weekends which will be announced by the Independent Electoral Commission (IEC). In the meantime, all eligible voters can check and update their details at their local IEC offices during working hours.

This 2021/22-2023/24 APP is aimed at ensuring that we build on the progress we have made in the past financial year and in the medium term. In this regard, we will continue to rely on the support of government communicators across government and most importantly, our dedicated staff.

The department's greatest asset is our staff; and we will continue to ensure they are supported and given the requisite tools to deliver on our constitutional mandate.

Ms Thembi Siweya, MP

Deputy Minister in The Presidency

Date: 15 March 2021

An important element of communication would also focus on fostering partnerships with civil-society organisations, particularly those working at grassroots level to ensure that people are well informed. These partnerships assisted in the quick adoption of health and safety measures by the public to prevent exposure to the virus. These stakeholders also became powerful agents to inform people about the risks of the virus, and deal with the rise of fake news and misinformation.

As government, we had embarked on a concerted effort to stamp out fake news on social media through targeted communication, which included establishing an official web resource, <https://www.gov.za/covid-19/resources/fake-news> where fake news stories and misinformation were exposed.

We will continue to deal with fake news and misinformation, especially around the safety of vaccines. As government communicators, we have a duty to protect South Africans from deliberate



INTRODUCTION BY THE DIRECTOR-GENERAL (DG)

In just one year our way of life has been adversely impacted in ways we had previously not even considered. When COVID-19 arrived on our shores just over a year ago we were, like the rest of the world, thrust into uncharted waters. The intervening months have been amongst the most trying and heart-wrenching since the dawn of democracy in 1994.

The leadership of the GCIS has faced a mammoth task to align the APP for the period 2021/22 – 2023/24 to the realities of a post-pandemic world. Even if we imagine a future without the pandemic, there is no going back to many of the things we did in the past and we will have to adapt as communicators and a communication system.

The pandemic has changed us all; people are now much more comfortable with the idea of interacting with government online. This places a massive responsibility on the shoulders of the GCIS to be the conduit that allows open interaction with government.

Our dedicated staff remain our greatest asset and further progress has been made with the recruitment and retention of suitably qualified personnel supporting the GCIS's ambitions of a capable and skilled workforce. As at 28 February 2021, the department had a total staff establishment of 473 posts, of which 431 were filled.

The post of DG was filled with effect from 1 June 2020. The selection process for the filling of three Deputy DG (DDG) posts was anticipated to be concluded by 30 June 2021.

With a footprint in all nine provinces, the GCIS has its finger on the pulse throughout the country and we are well placed to respond to people where they work and live. Our ethos has always been on the use of a mixture of communication approaches to best suit a particular audience.

In the time of COVID-19 we have relied more heavily on social media and cloud-based technologies to disseminate information for public consumption. Consequently, we have invested in upgraded server technology and have also done a technology refresh of electronic office equipment. We have embraced virtual technologies such as Skype for Business to host virtual meetings. Other virtual meeting tools like Zoom and Microsoft Teams have also been deployed in the GCIS to facilitate remote working and online meetings.

The new normal of virtual meetings is likely to continue long after the pandemic has been defeated, and we are determined to embrace this new world and all the benefits it has to offer. Upskilling of staff in digital functions and applications has been a focus of the work skills plan. We have fully embraced the new normal and the onset of the COVID-19 pandemic by accelerating the adoption and increased use of online learning. The department embraced e-Learning platforms and encouraged employees to register for online courses.

While operating within these new realities we have not lost sight of the vital importance of institutional oversight. The GCIS Enterprise Risk Management (ERM) process is growing in maturity and relevance while the governance structures of the ERM Committee, Audit Committee and the Business Continuity Management (BCM) Steering Committee have played a critical role in ensuring the continuation of operations and service delivery.

I am pleased to report that the 2019/20 Annual Financial Statements (AFS) were submitted to National Treasury and the Auditor-General of South Africa (AGSA) on 31 July 2020. The AGSA issued another unqualified audit report on 30 September 2020. Internal Audit as an early warning system has contributed immensely towards the GCIS maintaining its clean audit outcomes for the past six financial years.



As government we are aware that if we are to fully speak to each and every South African in a language or medium they understand, we must first understand our target audiences and their needs. Therefore, we have developed a unique Government Segmentation Model (GSM) which divides the population into different audience groups, thereby enabling government to target the specific needs of each audience. This model highlights the needs, concerns and characteristics of the different citizen groups and segments them into five broad groups to enhance public service engagement and communication.

We have used this model widely to refine our communication during this immensely challenging period. It has helped us to focus our communication, both in terms of the message and the communication medium. It will also be crucial going forward as we seek to do more with less, use our resources optimally and ensure the proverbial 'bang for our buck'. We will also continue to grow the reach of our radio services, which are an excellent tool to ensure that government information reaches the public.

We have been inspired by the growth of the government website (www.gov.za), which is the top South African Government website and is the first result on Google

for the South African Government. Most citizens visit the website to obtain information about government.

We see much greater scope to further use community media in the future. The role of community media should never be understated and during this period we have advertised extensively on community radio stations across the country. We also ensured that live satellite transmissions of media briefings were made available to community radio stations.

We are also determined to ensure a media and communications sector that is more representative of the realities of our nation. During the 2020/21 financial year, the GCIS commenced with the appointment of the MAC Charter Council to ensure that transformation in this sector is reported and monitored.

In the 2021/22 financial year, the GCIS will prepare for the drafting of the Media Transformation and Diversity Charter. The charter will ensure that the print and digital media sector continues to exercise its freedom of expression in the newsroom. The sector is also being assisted to comply with the relevant legislative prescripts and regulations regarding transformation of the economy.



We are determined to be the pulse of government communication and we will work to ensure hope for a better tomorrow. Democracies are at their strongest when the participation of citizens is significant. Therefore, we will continue with behavioural change and societal development programmes which target active citizenry.

This task will not be easy, but it is one that we are determined to achieve. We are motivated by the millions of South Africans who have remained resilient and resolute, even in the face of great uncertainty.

Ms Phumla Williams

Accounting Officer: GCIS
Date: 15 March 2021

OFFICIAL SIGN-OFF

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

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

Mr Keitumetse Semakane
Acting DDG (ADDG): Corporate Services

Signature:

Mr Tyrone Seale
ADDG: Content Processing and Dissemination

Signature:

Mr Michael Currin
ADDG: Intergovernmental Coordination and Stakeholder Management

Signature:

Ms Gcobisa Soci
Chief Financial Officer (CFO)

Signature:

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

Signature:

Ms Phumla Williams
DG and Accounting Officer

Signature:

Approved by:

Ms Khumbudzo Ntshavheni, MP
Acting Minister in The Presidency

Signature:
Date: 15 March 2021





PART A:

OUR MANDATE

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

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 in order to foster transparency the public should be provided with information that is timely, accurate and importantly, accessible.

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

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

The primary responsibility of the GCIS is to ensure the democratic strength, success and security of the country through rapid, responsive and continuous communication of government's achievements in meeting the mandate to rule given by the citizens of South Africa. The strategic intent speaks of necessity and therefore of the broad agenda of the manifesto of the ruling party.

Therefore, the GCIS is responsible for providing strategic leadership and coordinating a government communication system that ensures that the public is informed, and have access to government programmes and policies that benefit them.

This Revised APP 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

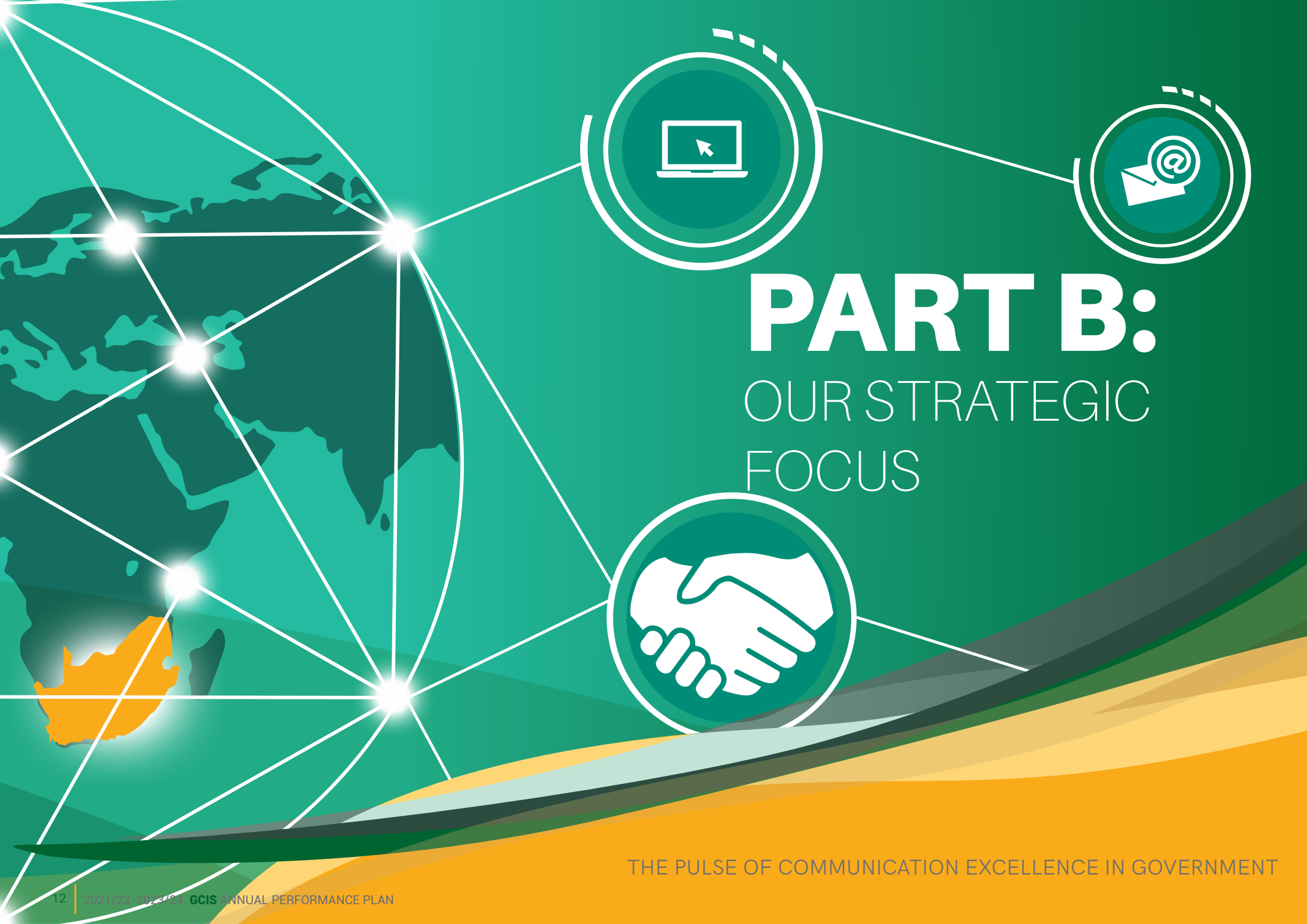
In the execution of its functions and in line with its founding legislation, the GCIS complies with the Constitution of the Republic of South Africa of 1996, with specific reference to the following sections:

- 2.1.1. Section 41: Cooperative governance values.
- 2.1.2. Section 195: Basic values and principles governing public administration.
- 2.1.3. Sections 231: International agreements.
- 2.1.4. The Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), as amended.
- 2.1.5. The Revised Framework for Strategic Plans and APPs.
- 2.1.6. The 2019-2024 MTSE.

2.2. Policy mandate

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





PART B:

OUR STRATEGIC FOCUS

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

3. VISION

The pulse of communication excellence in government.

4. MISSION

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

5. ORGANISATIONAL VALUES

Value	Meaning and behaviour associated with the value
Professionalism	<ul style="list-style-type: none">• The organisation strives to operate at the highest level of professionalism in all business dealings at all times.• Professionalism is embodied in friendly, polite and business-like behaviour. It drives a person's appearance, demeanour and professional interactions, providing others with a positive first impression.• Officials should demonstrate professionalism by being courteous, honest and behaving responsibly when dealing with clients and representing the organisation.• Officials should demonstrate a level of excellence that goes beyond the department's normal work and official requirements.
Diversity	<ul style="list-style-type: none">• The department contributes to democracy and equality by promoting a safe, positive and nurturing environment for everyone.• Officials should recognise and respect that each person is different. This difference can refer to race, ethnicity, gender, gender preference, age, religious beliefs, socio-economic status or other ideologies.• Officials should strive to understand and embrace each other's points of view, beyond simple tolerance, thus giving everyone the opportunity to express themselves. This attitude should extend to the public.
Openness and transparency	<ul style="list-style-type: none">• The organisation should always be open with its communications, disclose all relevant information and be accountable for its actions.• Transparency demands that the department and its officials are straightforward and honest in their dealings at all times.• Officials should provide colleagues and clients with access to accurate, relevant and timely information.• The department recognises that transparency and accountability are essential for good governance.
Innovation	<ul style="list-style-type: none">• The department strives to be receptive to new ideas and adopt a flexible approach to problem-solving. Officials are encouraged to think beyond the norm.• Officials are encouraged to help each other address issues that cannot be addressed by a person working in isolation.
Honesty and integrity	<ul style="list-style-type: none">• Officials should exercise honesty in all their business dealings and strive to protect the department's integrity at all times.• Officials should commit to the actions they have undertaken on behalf of their clients.• The department strives for equity, fairness and good ethics in its decision-making and expects its officials to do the same with regard to one another.• The department honours its commitments to build a foundation for trust.

6. UPDATED SITUATIONAL ANALYSIS

6.1. External Environment

President Cyril Ramaphosa's announcement of a National State of Disaster that placed South Africa on Level 5 of a national COVID-19 lockdown from 27 March 2020, precipitated significant shifts in the way government communications reached – and reached out to – different constituencies and communities in the country and elsewhere.

Restrictions on the movement of people other than essential workers presented huge challenges in terms of how government would replace physical interaction with citizens, with alternative means of communications that would comply with COVID-19 health protocols.

Large public gatherings, including *izimbizo*, distribution of pamphlets, face-to-face interaction with media and visits by members of the public to Thusong Service Centres were among the communication modes that came under pressure or became almost impossible to undertake under the most severe lockdown conditions.

However, the GCIS responded to these unprecedented conditions rapidly by adopting technological platforms such as Zoom, Skype and Microsoft Teams to enable remote meetings. The department also upscaled online publishing of traditionally print products, including *Vuk'uzenzele* newspaper.

The adoption of new technologies was particularly crucial in the support the GCIS provided to the President who, in March 2020, had commenced a 12-month term as Chairperson of the AU.

As the pandemic progressed, so did South Africa's – and especially the President's – prominence on platforms of the World Health Organisation, the broader United Nations, Brazil, Russia, India, China and South Africa, and other international bodies which

considered South Africa a strategic partner in the global management of the pandemic.

The growth in new communication channels and greater consumer use of social platforms enabled dissemination of public health information and other relevant information that could assist vulnerable individuals and groups to survive the devastating economic impact of the pandemic.

Concomitant with all human endeavours, the growth in online media consumption in particular, also presented peddlers of misinformation and disinformation with the easily accessible and cost-effective means of communication to undermine scientific and official messages.

As a global phenomenon, fake news did not leave South Africa unscathed and in this event, the GCIS had to implement human and technological mechanisms to combat distortion, lies and contestation around various dimensions of the pandemic.

The GCIS, along with the constituent departments in the government communication system, is indebted to the Solidarity Fund, Google, Twitter and mobile network providers for partnerships that enabled the data zero-rating of government information online, as well as the sponsored boosting of official information.

Like all crises, this period created and forced opportunities for government communicators to grapple not only with the muting and unmuting of new platforms, but also to gain new insights into the medical and economic dimensions of public health and pandemic management, as well as the delicate balance of saving lives and protecting livelihoods during the national lockdown.

For the public and international constituencies, certain communication practices enhanced public insight and participation in matters of science and the economy,



and brought often unseen events and deliberations into people's homes.

In different settings, however, the inability for political leadership and officialdom to interact in person with stakeholders' groups or audiences induced limitations and inhibitions that sat equally uncomfortably with creators and consumers of content.

The GCIS enters the period ahead with a focus on the national COVID-19 vaccination roll-out programme, and on mobilising all sectors of society and business around economic reconstruction and recovery.

The backdrop for the work that will be delivered in the 2021/22 financial year is government's focus on: defeating the pandemic; accelerating economic recovery; economic reforms aimed at inclusive growth and job creation, and the twin objective of fighting corruption and building the capability of the State.

The period ahead comes with uncertainty about the shape of the pandemic and the likelihood of new waves or strains of infection.

These unknowns make it necessary for the GCIS to accept the new normal, and to retain many of the communication modes and methods conceived and adopted under the national lockdown.

This will require the continued development of GCIS staff to remain adaptive, innovative and motivated, and also entail continued vigilance and agility around the opportunities and pitfalls presented by new methods of developing and disseminating information.

The impact of the deadly virus has weighed heavily on efforts to address the triple challenge of poverty, unemployment and inequality. COVID-19 has brought into stark focus the inequalities within our society. The economic growth slowed down with the growth forecast at 0,9% for 2020 and the gross domestic product shrunk by 7% while the unemployment rate breached the 30% mark. This restricted the amount that could be allocated to the communication budget.

The department will build on its tried and tested products and services in the medium term to support and shape government-wide communications. Through public opinion research, analysis of media coverage and monitoring of media, we have been encouraged by the general positive response to the COVID-19 messaging we disseminated in the past period under review.

Public opinion research continues to support the development of government communication campaigns and also monitor their impact. It will use new technological approaches together with face-to-face engagements to collect quantitative and qualitative research that provides a better understanding of the work of government.

6.2. Internal Environment

As at 28 February 2021, the GCIS had a total staff establishment of 473 posts, of which 431 were filled. This translates into a vacancy rate of 8.88%, which is within the parameters defined by the Department of Public Service and Administration (DPSA). The post of DG was filled with effect from 1 June 2020. The selection process for the filling of three DDG posts was expected to be concluded by 30 June 2021.

The GCIS continues to partner with institutions for persons with disabilities to recruit candidates from under-represented racial groups and people with disabilities in accordance with the approved Employment Equity Act, 1998 (Act 55 of 1998) and the Departmental Employment Equity Plan. The targets of 50% for women at Senior Management Service (SMS) level and 2% for persons with disabilities have been reached, and the department strives to strike a balance across all occupational classifications.

The changed communication environment occasioned by the COVID-19 health protocols has necessitated the training programme to be changed to prioritise an IT-related communication mode. It has also fast-tracked upskilling of its workforce to align the organisation to the occupational demands associated with the Fourth Industrial Revolution (4IR). Some of the training interventions include Drone-operating capacity and the accelerated e-Learning capability for human resource development.

Some of the training undertaken in the past year in partnership with the National School of Government (NSG) includes Ethics in the Public Service; ERM; Strategic Planning and Management; Writing for Government; Presentation Skills; Monitoring and Evaluation; Supply Chain Management; Emotional Intelligence; Customer Orientation; and Time Management and Facility Management.

Information and communications technology (ICT) systems had to be upgraded to provide the capacity for regular virtual/webinar meetings using various platforms. Internal Communication continues to share the information shared with the public with GCIS staff members, who are deemed as messengers of government information.

Some of the communication products include the monthly *Let's Talk* newsletter and weekly *Hot News* leaflet. Knowledge Management (KM) continues to be the key component of this area of work, with the KM unit hosting four webinars and producing eight newsletters during the 2020/21 financial year.

The GCIS ERM processes are growing in maturity and relevance. The self-assessment conducted in October 2020 shows a marked improvement with a final score of 3.9 and up from 2.8 of the 2019 assessment. The governance structures of the ERM Committee, Audit Committee and the BCM Steering Committee have played a critical in ensuring the continuation of operations and service delivery despite the setbacks and closures necessitated by the COVID-19 pandemic.

Since being separated from the then Department of Communications, the GCIS has now created its own legal services capacity through the Directorate: Legal Services, which will assist in strengthening the department's management of official contracts and other legal matters.

To ensure compliance to the Institute of Internal Auditors' (IIA) international auditing standards and to improve the combined assurance holistically – covering independent assurance providers such as Internal Audit, AGSA and other regulatory bodies of government – Internal Audit recently concluded its mandatory five-year external Quality Assurance Review.

Internal Audit also continues to provide the last line of internal defence by ensuring material misstatements affecting compliance, financial and performance reporting are brought to the attention of management timeously so that corrective actions are made. This early warning system has contributed immensely towards the GCIS maintaining its clean audit outcomes for the past six financial years.

Financial status for 2020/21

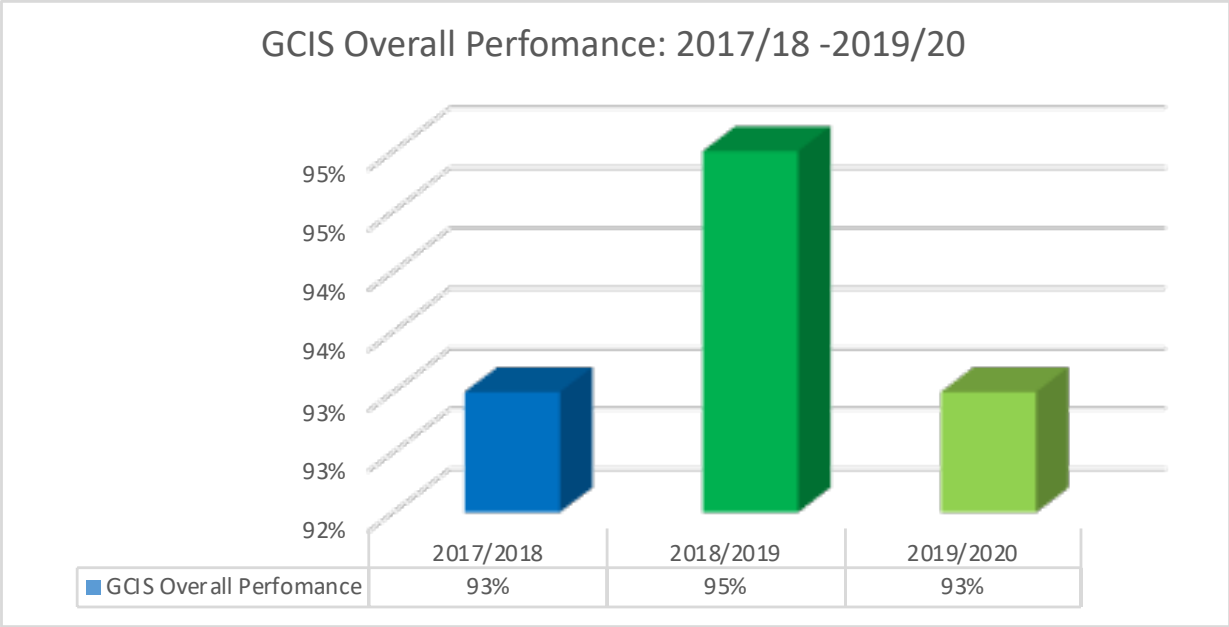
The GCIS’s appropriation over the 2021 MTEF period is R749,7 million in 2021/22, R710 million in 2022/23 and R711,9 million in 2023/24. Compensation of employees comprises on average 38% and transfer payments in respect of the appropriation to two public entities – Brand South Africa (Brand SA) and the Media Development and Diversity Agency (MDDA) – comprises 35% of the budget over the medium term.

A total of 75% of the department’s allocation over the medium term is jointly spent in the core branches Programme: Content Processing and Dissemination, and Programme: Intergovernmental Coordination and Stakeholder Management. The remaining 25% of the total departmental appropriation is allocated to the Programme: Administration.

The GCIS is committed to sourcing its goods and services from black-owned businesses operated by designated groups of women and youth. The 2021/22 Procurement Plan will be finalised in support of this government-wide effort on economic transformation.

The 2019/20 AFS were submitted to National Treasury and the AGSA on 31 July 2020. The AGSA issued another clean-audit report on 30 September 2020. Performance against predetermined objectives was at 93%. For the last three years, the performance report has been maintained at above 90%.

Graph 1: GCIS performance against pre-determined objectives for the 2017/18, 2018/19 and 2019/20 financial years.



In 2020/21, the Western Cape and North West provincial offices were relocated to improve staff working conditions, access for the public and address security-related issues. Owing to the nature of the department’s operations, security audits initiated with the State Security Agency focused on both physical and information security to establish threats as well as risk assessment before and after the relocation of the offices. Processes are underway with the Department of Public Works and Infrastructure to relocate the GCIS KwaZulu-Natal Provincial Office to a new suitable location in 2021/22.

The State Information Technology Agency (SITA) provided substantial bandwidth increases for the GCIS to be able to perform more effectively. Upgrades were also done on the Microsoft environment, including email and operating systems. The department has embarked on a technology upgrade of its electronic

office equipment that are at the end of their useful life – computers, printers and laptops. This will continue to be informed by operational needs.

Parts of the wide area network infrastructure is undergoing a hardware upgrade by replacing old end-of-life servers. Other areas of the infrastructure will be considered for a technology upgrade, subject to the availability of funds.

Skype for Business was extended within the GCIS to host virtual meetings and reduce the need for face-to-face interaction. Additional virtual meeting tools like Zoom and Microsoft Teams have also been deployed in the GCIS to facilitate remote working and online meetings. This was complimented by the migration to the SITA VPNra remote connectivity tool allowing staff working remotely access to the GCIS enterprise systems and digital processes.

The department has embarked on a review of Information Systems in use by all business units with the intent of identifying new technology and systems requirements. The IS Review will assist in the review of the IT Strategy in line with the GCIS business requirements.

The department will build capacity on Business Intelligence Reporting and Data Analytics and create a repository for reports on SharePoint to support organisational decision-making. An electronic memo (e-Memo) submission solution was implemented to reduce the use and movement of paper and accommodate remote working.

IT infrastructure will be upgraded to improve systems performance to handle more data and automation of business processes such as e-Leave, e-Requisition for procurement, performance contracting and assessment, and an electronic organisational performance reporting system to track achievements of targets set in the APPs.

The annual software licences for its Electronic Office Applications annually continue to be renewed accordingly. It will also explore an online sourcing of human capital through e-Recruitment in line with DPSA prescripts. In 2021/22, the intention is to automate the training request and approval process.

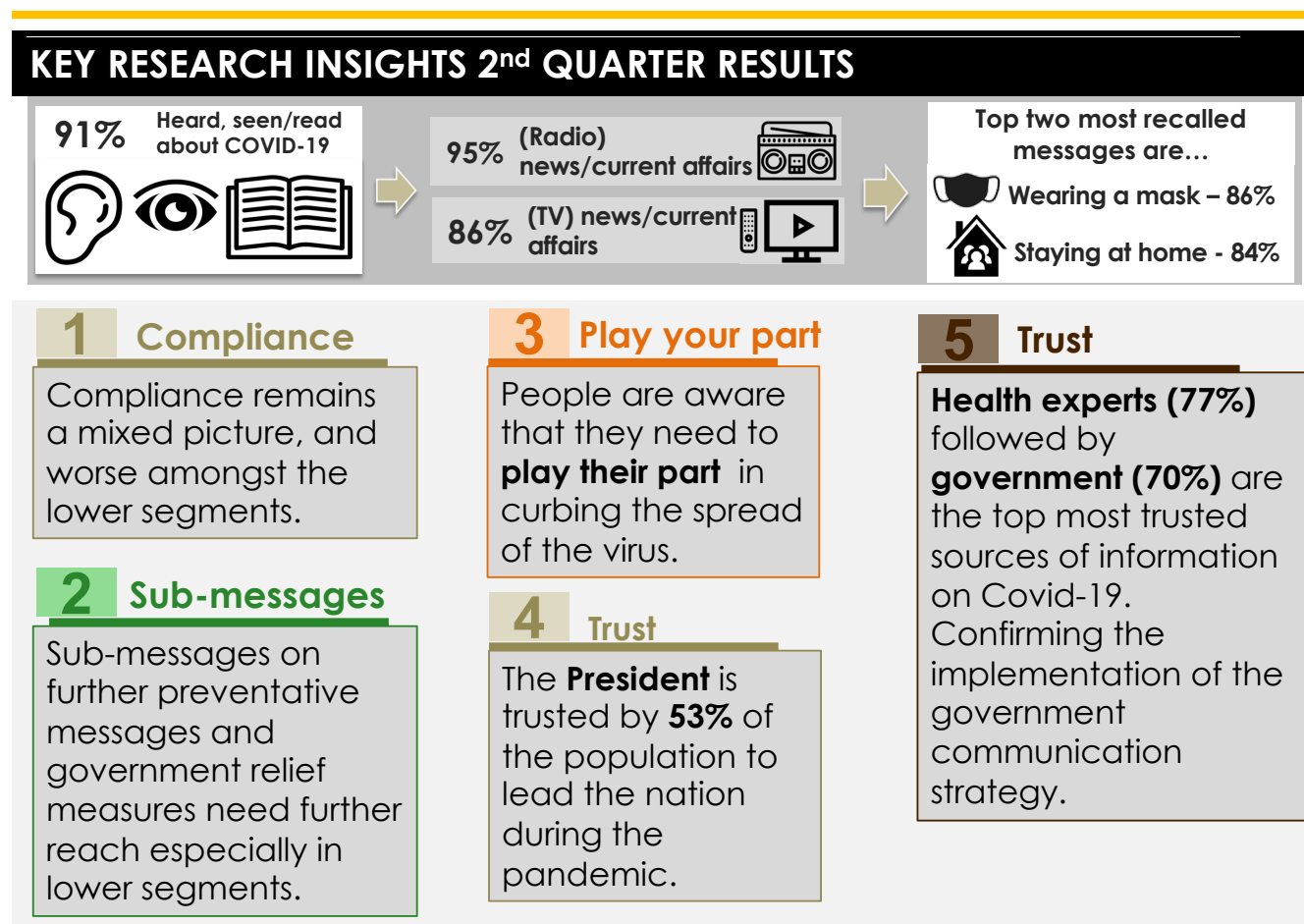
Key highlights in 2020

The Special Adjustment Budget of July 2020 resulted in an additional allocation of R60 million for the GCIS. This enabled the GCIS to drive the COVID-19 Communication Strategy in a more meaningful and effective manner. Using the centralised coordinating structure, a coherent message to educate and raise awareness on the COVID-19 virus became effective. An above and below line advertising campaign was done, supported by direct mass mobilisation at district level and media engagement through weekly media briefings.

Various existing GCIS content platforms such as the Government website (www.gov.za), *Vuk'uzenzele* newspaper, *My District Today* newsletter and GovNews, were also used to disseminate information on COVID-19. Community media, especially community radio, and direct communication with citizens through the distribution of pamphlets, were also used prominently.

The campaign was supported by the research to measure the impact of the message. The second quarter of the 2020/21 financial year covering the period July to September 2020 captured over 91% of respondents had heard about or seen the COVID-19 messages. The graph below captures the summarised findings.

Diagram 1: COVID-19 Tracker (July – September 2020).



A key finding of the survey was the level of public trust in government, both from a leadership and credibility of information perspective.

The ERRP adopted in August 2020 continued to be a communication programme for the past financial year. Collaborating with the Economic and Investment Cluster role-players, an integrated communication approach programme was infused with COVID-19 messaging, especially as the country moved to the risk adjusted levels 3 to 1.

GBVF messages continued to find expression in all the GCIS print products, online distribution and mass mobilisation at local level.

The District Development Model (DDM) announced in 2019 has deepened a development communication agenda through partnerships between the GCIS, and provincial and local government communicators. The department has spearheaded communications on various aspects of government's priorities, including COVID-19 information. The GCIS also supported the communication programme for the Third SAIC which was hosted in November 2020.

The department continued to build and maintain relations with the media domestically and internationally. It will continue to strengthen this relationship working also with the international cluster. There strategic focus of the Brand SA needs to be aligned with the strategic focus of the country internationally. Working with the International cluster the department will seek a closer working relationship with Brand SA.

The 2019-2024 MTSF is the current implementation plan of the NDP. The primary mandate of the GCIS aligns with Priority 1 of the MTSF. The approved NCSF 2019-2024 provide a framework to capacitate the whole government communication system.

A partnership with the NSG will assist in capacitating the communicators to implement their respective mandates.

The process to appoint the MAC Charter Council has commenced. In 2021/22 the GCIS will prepare for the drafting of the Media Transformation and Diversity Charter. The charter will ensure the implementation of the Broad-Based Black Economic Empowerment (B-BBEE) for the mainstream print and digital media industry.

The GCIS continues to run a media production capacity through the Chief Directorate: Communication Service Agency (CSA). For the past financial year, it provided media-buying services to other departments to the value of over R300 million.

The process to review the MDDA Act, 2002 (Act 14 of 2002) to align it to key technological developments and good corporate governance practices is underway and expected to be the key legislative programme for the department during the 2021/22 financial year.

Summary of focus areas for the 2021/22 fin year

Despite growing budget cuts, the organisation continues to deliver against its predetermined objectives. The outcomes in the 2020-2025 Strategic Plan have been reviewed and the number revised from nine to five.

The five streamlined focus areas have been aligned accordingly with the mandate and purpose of the GCIS. The outcome areas are:

- Sound corporate governance;
- Informed and empowered citizens;
- Transformed mainstream print and digital media, advertising and community media;
- Improved relations with the media; and
- Well-functioning government communication system.

These outcomes succinctly demonstrate the mandate and strategic intent of the organisation, and will contribute to measuring the overall impact of government's communication agenda expressed in the GCIS's impact statement of "Informed citizens and an integrated communication system".

6.3. Organisational Structure

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

6.3.1. PROGRAMME 1: Administration

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

- Subprogramme 1.1: Departmental Management
- Subprogramme 1.2: Strategic Management (SM)
- Subprogramme 1.3: Human Resources (HR)
- Subprogramme 1.4: Information Management and Technology (IM&T)
- Subprogramme 1.5: Financial Administration
- Subprogramme 1.6: Internal Audit

6.3.2. PROGRAMME 2: Content Processing and Dissemination

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

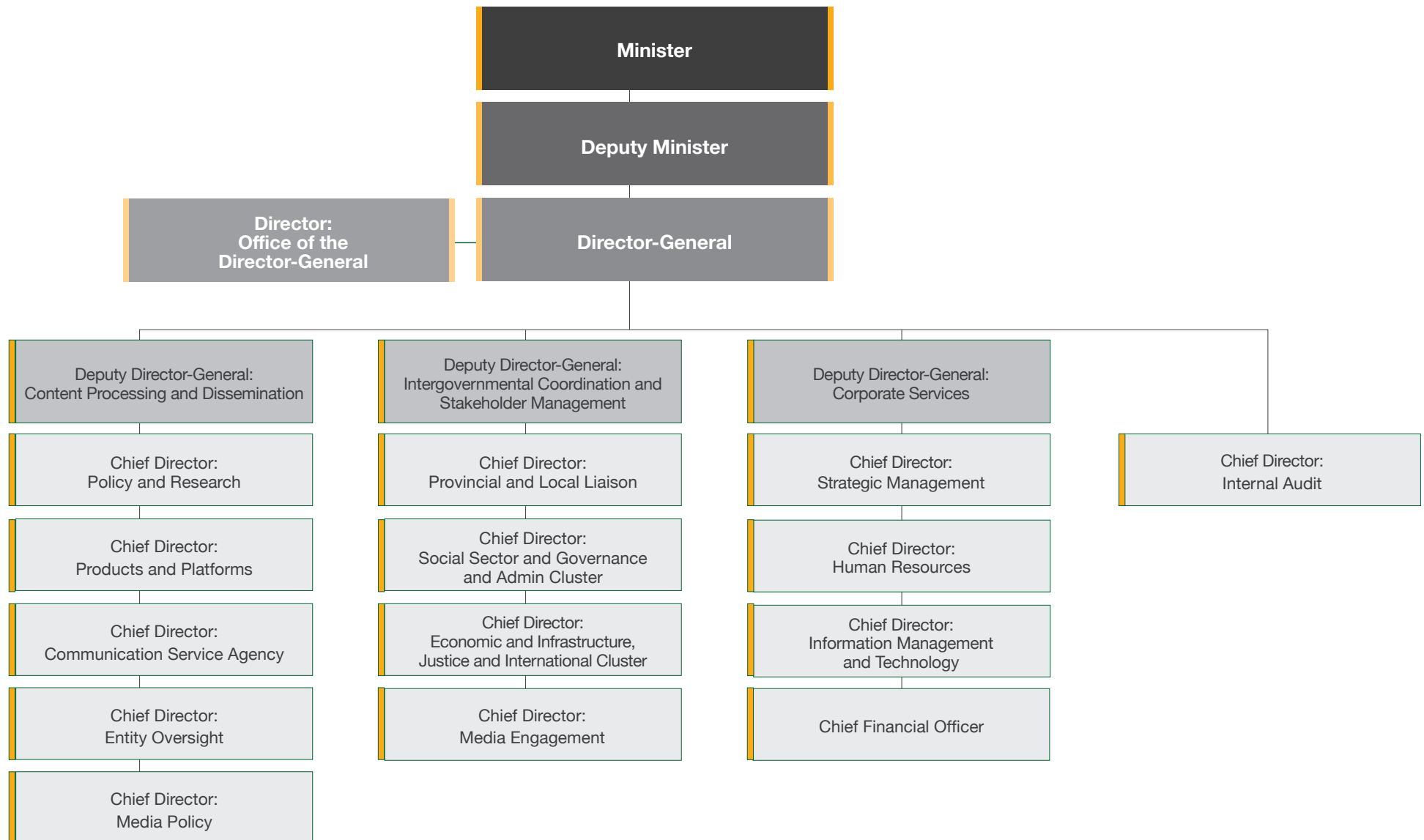
- Subprogramme 1.1: Management
- Subprogramme 1.2: Products and Platforms
- Subprogramme 1.3: Policy and Research
- Subprogramme 1.4: CSA
- Subprogramme 1.5: Entity Oversight
- Subprogramme 1.6: Media Policy

6.3.3. PROGRAMME 3: Intergovernmental Coordination and Stakeholder Management

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

- Subprogramme 1.1: Management
- Subprogramme 1.2: Media Engagement
- Subprogramme 1.3: Cluster Communication
- Subprogramme 1.4: Provincial and Local Liaison (PLL)

ORGANOGRAM



7. OVERVIEW OF 2020/21 BUDGET AND MTEF ESTIMATES

Budget summary

R thousand	2021/22				2022/23	2023/24
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
MTEF allocation	R'000	R'000	R'000	R'000	R'000	R'000
Administration	176 038	174 223	55	1 760	178 515	179 030
Content Processing and Dissemination	448 966	200 812	246 378	1 776	406 157	407 406
Intergovernmental Coordination and Stakeholder Management	124 680	123 183	14	1 483	125 296	125 426
Total expenditure estimates	749 684	498 218	246 447	5 019	709 968	711 862
Executive Authority	Minister in The Presidency					
Accounting Officer	DG: GCIS					
Website address	www.gcis.gov.za					

Detail of departmental receipts

Economic classification	Audited outcome			Revised estimate	Medium term receipts estimate		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Sales of goods and services produced by department	3 832	3 082	1 727	1 741	2 285	2 323	2 318
Sales of goods and services produced by department (excl. capital assets)	2 604	2 239	1 149	1 534	1 797	1 810	1 810
Sales by market establishments	135	145	140	133	158	165	165
<i>Mark Establishment: Rental Parking Covered & Open</i>	<i>135</i>	<i>145</i>	<i>140</i>	<i>133</i>	<i>158</i>	<i>165</i>	<i>165</i>
Other sales	2 469	2 094	1 009	1 401	1 639	1 645	1 645
<i>Services rendered: Commission on insurance & Garnishee</i>	<i>80</i>	<i>75</i>	<i>81</i>	<i>93</i>	<i>95</i>	<i>99</i>	<i>99</i>
<i>Sales: Departmental publications & production</i>	<i>2 389</i>	<i>2 019</i>	<i>928</i>	<i>1 308</i>	<i>1 544</i>	<i>1 546</i>	<i>1 546</i>
Sales of scrap, waste, arms and other used current goods (excl capital assets)	3	1	-	1	1	1	1
Sales: Waste paper	3	1	-	1	1	1	1
Interest, dividends and rent on land	290	285	321	116	331	347	347

Interest	290	285	321	116	331	347	347
Financial transactions in assets and liabilities	935	557	257	90	156	165	160
Receivables	683	536	205	88	152	160	160
Other receipts	252	21	52	2	4	5	-
TOTAL DEPARTMENTAL RECEIPTS	3 832	3 082	1 727	1 741	2 285	2 323	2 318

Expenditure estimates

Government Communication and Information System

Programmes	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Administration	156 006	155 341	167 654	173 299	176 038	178 515	179 030
Content Processing and Dissemination	362 180	375 666	389 860	422 133	448 966	406 157	407 406
Intergovernmental Coordination and Stakeholder Management	101 141	112 651	118 109	129 708	124 680	125 296	125 426
Total	619 327	643 658	675 623	725 140	749 684	709 968	711 862
Change to 2020 Budget Estimate				4.6	(13.5)	(84.0)	-

Economic classification

Current payments	386 887	404 123	427 302	506 637	498 218	453 024	453 131
Compensation of employees	225 212	242 512	260 845	277 799	275 099	275 144	275 218
Goods and services	161 675	161 611	166 457	228 838	223 119	177 880	177 913
of which:							
Advertising	1 049	4 389	2 663	59 610	54 225	4 404	4 427
Audit costs: External	2 862	2 600	2 585	2 076	3 104	3 160	3 165
Communication	8 118	7 928	8 552	9 072	9 880	10 148	10 184
Computer services	13 540	12 795	18 310	16 093	16 341	16 867	16 932
Contractors	2 146	3 707	2 369	2 134	2 391	2 250	2 253
Agency and support / outsourced services	6 030	4 459	7 527	6 482	6 576	6 770	6 795
Operating leases	55 437	53 404	53 239	61 797	60 067	61 290	61 478
Property payments	9 048	8 690	9 481	10 723	11 094	11 494	11 559

Travel and subsistence	19 708	19 361	21 032	16 464	17 102	17 933	18 021
Operating payments	35 619	35 584	25 689	33 002	30 547	31 374	30 858
Transfers and subsidies	225 124	232 284	240 398	213 125	246 447	252 016	253 639
Departmental agencies and accounts	224 343	231 138	239 747	211 848	246 447	252 016	253 639
Households	781	1 146	651	1 277	-	-	-
Payments for capital assets	3 197	7 149	7 839	5 378	5 019	4 928	5 092
Buildings and other fixed structures	37	123	412	585	70	102	106
Machinery and equipment	2 855	7 026	7 427	4 793	4 949	4 826	4 986
Software and other intangible assets	305	-	-	-	-	-	-
Payments for financial assets	4 119	102	-	-	-	-	-
Total	619 327	643 658	675 623	725 140	749 684	709 968	711 862

The GCIS is allocated R749.7 million in 2021/22, R710 million in 2022/23 and R711.9 million in 2023/24. Transfer payments to public entities – Brand SA and the MDDA – are included under Programme 2: Content Processing and Dissemination and amount to R246.4 million 2021/22, R252 million in 2022/23 and R253.6 in 2023/24. Transfer payments to the aforementioned two public entities (35%) and compensation of employees (38%) comprise on average 73% of the budget over the medium term while 75% of the department's allocation over the medium term is spent in Programme 2: Content Processing and Dissemination as well as Programme 3: Intergovernmental Coordination and Stakeholder Management and 25% in Programme 1: Administration. The department's funded establishment is expected to be 467 permanent posts. Spending on goods and services over the medium term is expected to be primarily on operating leases which comprise mostly of the lease of office accommodation, operating payments that relate mainly to the publication and distribution of the fortnightly *Vuk'uzenzele* newspaper, travel and subsistence which relate mainly to the covering of events of the President and Deputy President, and computer services in respect of transversal systems, data lines, software licences and subscriptions. The department will focus over the medium term on coordinating and professionalising government communication and making it as cost-effective as possible.

Goods and services expenditure trends and estimates

Programmes	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Administrative fees	364	350	1 748	624	558	576	579
Advertising	1 049	4 389	2 663	59 610	54 225	4 404	4 427
Minor assets	298	378	401	253	228	239	240
Audit costs: External	2 862	2 600	2 585	2 076	3 104	3 160	3 165
Bursaries: Employees	702	530	351	250	458	474	475
Catering: Departmental activities	882	1 063	1 084	1 202	845	888	894
Communication	8 118	7 928	8 552	9 072	9 880	10 148	10 184
Computer services	13 540	12 795	16 310	16 093	16 341	16 867	16 932
Consultants: Business and advisory services	82	107	4 458	495	484	498	499
Legal services	1 024	382	89	200	434	448	450

Contractors	2 146	3 707	2 369	2 134	2 391	2 250	2 253
Agency and support/outsourced services	6 030	4 459	7 527	6 482	6 576	6 770	6 795
Fleet services (including government motor transport)	1 184	966	2 070	1 533	1 588	1 641	1 648
Consumable supplies	631	743	967	1 133	1 180	1 209	1 214
Consumables: Stationery, printing and office supplies	2 281	2 371	3 068	4 308	4 526	4 653	4 671
Operating leases	55 437	53 404	53 239	61 797	60 067	61 290	61 478
Rental and hiring	62	44	9	15	5	6	6
Property payments	9 048	8 690	9 481	10 723	11 094	11 494	11 559
Travel and subsistence	19 708	19 361	21 032	16 464	17 102	17 933	18 021
Training and development	568	1 421	1 796	1 000	1 333	1 394	1 401
Operating payments	35 619	35 584	25 689	33 002	30 547	31 374	30 858
Venues and facilities	40	339	69	372	155	163	164
Total	161 675	161 611	166 457	228 838	223 119	177 880	177 913

Transfers and subsidies expenditure trends and estimates

	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
R thousand							
Departmental agencies and accounts							
Departmental agencies (non-business entities)							
Current	224 343	231 138	239 747	211 848	246 447	252 016	253 639
Communication	38	39	38	68	69	72	74
Brand SA	194 300	200 430	207 914	179 501	213 352	218 122	219 526
Media Development and Diversity Agency	30 005	30 669	31 795	32 279	33 026	33 822	34 039
Households							
Social benefits							
Current	781	1 146	651	1 277	-	-	-
Employee social benefits	781	1 146	651	1 277	-	-	-
Total	225 124	232 284	240 398	213 125	246 447	252 016	253 639



PART C:

MEASURING OUR PERFORMANCE

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

8. MTSF 2019 - 2024 OUTCOMES LINKED TO DEPARTMENTAL OUTCOMES

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

MTSF Priority	Priority 1: Capable, ethical and developmental state.
MTSF outcomes	Departmental outcomes
Public value and trust, active citizenry and partnerships in society	Informed and transformed citizens Transformed mainstream print and digital media, advertising and community media

MTSF Priority	Priority 1: Capable, ethical and developmental state.
MTSF outcomes	Departmental outcomes
Social compact and engagement with key stakeholders	Improved relations with the media
Improve coordination between national, provincial and local government to improve service	Well-functioning government communication system
Participatory local governance mechanisms and citizen engagement	Informed and empowered citizens

9. DEPARTMENTAL PROGRAMMES

9.1. Programme 1: Administration

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

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

- **SM** is responsible for developing and implementing SM processes, procedures and systems in compliance with relevant legislation. These include coordinating the development and implementation of the department's strategic and APPs, performance monitoring and reporting, and implementing an ERM for the department.
- **HR** is responsible for strategic leadership in the implementation of the department's HR management strategy.
- **IM&T** is responsible for the establishment and support of IM&T systems in the GCIS.
- The **CFO** provides the department with overall financial and supply chain and facility management services, and guides management in complying with legislative requirements, budget planning and administration.
- **Internal Audit** improves governance, risk management and control processes.



Programme 1: Administration

Subprogramme: Strategic Management

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Sound corporate governance	Unqualified Audit Opinion	Unqualified Audit Opinion obtained	Unqualified Audit Opinion obtained	Unqualified Audit Opinion obtained	Unqualified Audit Opinion obtained	Unqualified Audit Opinion obtained	Unqualified Audit Opinion obtained	Unqualified Audit Opinion obtained	Unqualified Audit Opinion obtained

Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Unqualified Audit Opinion obtained	Unqualified Audit Opinion	–	Unqualified Audit Opinion	–	–

Subprogramme: Human Resources

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Sound corporate governance	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of 8.18% against the approved organisational structure was maintained	Vacancy rate of 9.2% against the approved organisational structure was maintained	Vacancy rate of 10.49% against the approved organisational structure was maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained

Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure	Vacancy rate of no more than 10% against the approved organisational structure	Vacancy rate of no more than 10% against the approved organisational structure	Vacancy rate of no more than 10% against the approved organisational structure	Vacancy rate of no more than 10% against the approved organisational structure

Subprogramme: Information Management and Technology
Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Sound corporate governance	Availability of IT infrastructure and systems	Number of governance reports on the availability of IT infrastructure and systems presented to the Audit Committee					Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee

Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	One governance report on the availability of IT infrastructure and systems presented to the Audit Committee	One governance report on the availability of IT infrastructure and systems presented to the Audit Committee	One governance report on the availability of IT infrastructure and systems presented to the Audit Committee	One governance report on the availability of IT infrastructure and systems presented to the Audit Committee

Explanation of planned performance over the medium-term period.

In keeping with the pursuit of sound corporate governance for the GCIS, Corporate Services will over the next financial year strengthen internal controls and compliance with prescripts and legislation applicable to the GCIS operational environment. The department will in the 2021/22 financial year appoint three external members, including a chairperson, to the Departmental ERM Committee.

The IM&T subprogramme will ensure that the availability of the IT infrastructure and information management systems are maintained within the threshold, tolerance levels and service standards that have been predefined in support of the department's strategy and mandate. The IT systems and infrastructure availability statistics will be reported quarterly to the department's IM&T Steering Committee and the Audit Committee, both of which form part of governance structures of the department.

The recruitment and retention of a suitably qualified, capable and skilled workforce remain a priority and the GCIS will strive to maintain the vacancy rate below 10% as prescribed by the DPSA. The attainment of employment equity targets will be pursued through more directed recruitment (ring-fencing of a certain number of posts specifically for designated groups) as well as active management of partnerships with institutions representative of people with disabilities.

Management will also strive to maintain the unqualified audit opinion for both financial and performance information as per the last three financial years. The 2021/22 Procurement Plan will also designate the targets for the department's procurement from women, small, medium and micro enterprises and youth-owned enterprises in line with the Gender-responsive Planning, Budgeting, Monitoring, Evaluation and Audit Framework of the Department of Women, Youth and People with Disabilities.

Programme Resource Consideration

Expenditure estimates

Programme 1: Administration	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Departmental Management	8 673	6 914	7 506	7 012	10 117	10 211	10 304
Corporate Services	48 098	48 926	56 560	52 918	53 807	54 310	54 436
Financial Administration	32 265	33 935	37 682	38 653	38 336	38 623	38 687
Internal Audit	8 956	9 017	9 087	9 559	10 114	10 200	10 209
Office Accommodation	58 014	56 549	56 819	65 157	63 664	65 171	65 394
Total	156 006	155 341	167 654	173 299	176 038	178 515	179 030
Change to 2020 Budget Estimate				1.7	(5.7)	(10.1)	7.3
Economic classification							
Current payments	154 145	152 241	161 870	170 327	174 223	176 670	177 106
Compensation of employees	64 592	67 767	72 242	74 401	76 155	76 201	76 273
Goods and services	89 553	84 474	89 628	95 926	98 068	100 469	100 833
<i>of which:</i>							
<i>Audit costs: External</i>	<i>2 862</i>	<i>2 600</i>	<i>2 582</i>	<i>2 076</i>	<i>3 104</i>	<i>3 160</i>	<i>3 165</i>
<i>Communication</i>	<i>1 467</i>	<i>1 481</i>	<i>1 493</i>	<i>1 434</i>	<i>2 081</i>	<i>2 118</i>	<i>2 127</i>
<i>Computer services</i>	<i>10 267</i>	<i>9 490</i>	<i>13 773</i>	<i>11 933</i>	<i>12 149</i>	<i>12 556</i>	<i>12 604</i>
<i>Operating leases</i>	<i>54 790</i>	<i>52 819</i>	<i>52 603</i>	<i>60 867</i>	<i>59 085</i>	<i>60 271</i>	<i>60 454</i>
<i>Property payments</i>	<i>9 006</i>	<i>8 606</i>	<i>9 436</i>	<i>10 540</i>	<i>10 929</i>	<i>11 322</i>	<i>11 386</i>
<i>Travel and subsistence</i>	<i>3 633</i>	<i>2 775</i>	<i>3 724</i>	<i>2 726</i>	<i>2 960</i>	<i>3 050</i>	<i>3 070</i>
Transfers and subsidies	414	240	289	595	55	57	58
Departmental agencies and accounts	36	37	36	54	55	57	58
Households	378	203	253	541	-	-	-
Payments for capital assets	1 404	2 828	5 495	2 377	1 760	1 788	1 866
Buildings and other fixed structures	-	-	313	581	70	102	106
Machinery and equipment	1 099	2 828	5 182	1 796	1 690	1 686	1 760
Software and other intangible assets	305	-	-	-	-	-	-
Payments for financial assets	43	32	-	-	-	-	-
Total	156 006	155 341	167 654	173 299	176 038	178 515	179 030

9.2. Programme 2: Content Processing and Dissemination

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

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

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



Programme 2: Content Processing and Dissemination

Subprogramme: Products and Platforms

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Informed and empowered citizens	Copies of <i>Vuk'uzenzele</i> newspaper	Number of copies of <i>Vuk'uzenzele</i> newspaper produced	23.5 million copies of <i>Vuk'uzenzele</i> newspaper produced	18.7 million copies of <i>Vuk'uzenzele</i> newspaper produced	19.35 million copies of <i>Vuk'uzenzele</i> newspaper were produced	15.3 million copies of <i>Vuk'uzenzele</i> newspaper produced	15.3 million copies of <i>Vuk'uzenzele</i> newspaper produced	15.3 million copies of <i>Vuk'uzenzele</i> newspaper produced	15.3 million copies of <i>Vuk'uzenzele</i> newspaper produced
	Online editions of <i>Vuk'uzenzele</i> newspaper	Number of online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 editions of <i>Vuk'uzenzele</i> newspaper were published	22 editions of <i>Vuk'uzenzele</i> newspaper were published	22 editions of <i>Vuk'uzenzele</i> newspaper were published	13 online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 online editions of <i>Vuk'uzenzele</i> newspaper published annually
	Online <i>PSM</i> magazine	Number of online editions of <i>PSM</i> magazine published annually	11 editions of <i>PSM</i> magazine published	11 editions of <i>PSM</i> magazine published	11 editions of <i>PSM</i> magazine published	11 editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published
	An online edition of the <i>South Africa Yearbook</i> (SAYB)	An online edition of the SAYB published annually	2016/17 annual edition of the SAYB was published	2017/18 annual edition of the SAYB was published	2018/19 annual edition of the SAYB was published	One online edition of 2019/20 SAYB published annually	One online edition of 2020/21 SAYB published annually	One online edition of 2021/22 published annually	One online edition of 2022/23 published annually
	An online edition of the <i>Official Guide to South Africa</i>	An online edition of the <i>Official Guide to South Africa</i> published annually	2016/17 <i>Official Guide to South Africa</i> was published	2017/18 <i>Official Guide to South Africa</i> was published	2018/19 <i>Official Guide to South Africa</i> published was published and 40 000 copies were printed	One online edition of 2019/20 <i>Official Guide to South Africa</i> published annually	One online edition of 2020/21 <i>Official Guide to South Africa</i> published annually	One online edition of 2021/22 <i>Official Guide to South Africa</i> published annually	One online edition of 2022/23 <i>Official Guide to South Africa</i> published annually

	Language services requests completed	Percentage of language services requests completed	100% (1 517 out of 1 517) language services requests were completed	100% (2 098 out of 2 098) language services requests were completed	100% (1 724 of 1 724) language services requests were completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed
	Daily news updates	News updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	<p>Provided daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods) as follows:</p> <ul style="list-style-type: none"> • Stories published: 3 623 • Twitter: 136 000 followers by end of the financial year • Facebook: 24 241 likes by end of the financial year 	<p>Provided daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods) as follows:</p> <p>Stories published: 3 593</p>	<p>Daily news were updated on key government programmes and activities (excluding some public holidays, weekends and holiday periods):</p> <p>Stories published over quarter: 2 668</p>	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)
	Updated website	Content ¹ updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Daily content updated on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Daily content updated on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Daily content updated to the <i>www.gov.za</i> website as per items received (including public holidays, weekends and excluding holiday periods)	Daily content updates on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)

¹Daily updates of speeches, statements or photos and video content onto the government websites. Updates are on the implementation of key government programmes which are based on the seven priority areas of the 2019-2024 MTSF and the projects in the PoA outlined in the SoNA.

	Updated social media accounts	Update social media accounts as per content received ² (excluding public holidays, weekends and holiday periods)	12 reports on social media accounts performance (as per weekly content plans) were produced	Daily updates on GCIS social media accounts were implemented (excluding public holidays, weekends and holiday periods)	Daily updates on GCIS social media accounts were implemented (including public holidays, weekends and excluding holiday periods)	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)
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Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of copies of <i>Vuk'uzenzele</i> newspaper produced	15.3 million copies of <i>Vuk'uzenzele</i> newspaper produced	5.1 million copies of <i>Vuk'uzenzele</i> newspaper produced	5.1 million copies of <i>Vuk'uzenzele</i> newspaper produced	3.4 million copies of <i>Vuk'uzenzele</i> newspaper produced	1.7 million copies of <i>Vuk'uzenzele</i> newspaper produced
Number of online editions of <i>Vuk'uzenzele</i> newspaper published annually	22 online editions of <i>Vuk'uzenzele</i> newspaper published annually	Six online editions of <i>Vuk'uzenzele</i> newspaper published per quarter	Six online editions of <i>Vuk'uzenzele</i> newspaper published per quarter	Five online editions of <i>Vuk'uzenzele</i> newspaper published per quarter	Five online editions of <i>Vuk'uzenzele</i> newspaper published per quarter
Number of online editions of <i>PSM</i> magazine published annually	11 online editions of <i>PSM</i> magazine published annually	Three online editions of <i>PSM</i> magazine published	Three online editions of <i>PSM</i> magazine published	Three online editions of <i>PSM</i> magazine published	Two online editions of <i>PSM</i> magazine published
An online edition of the SAYB published annually	One online edition of the 2020/21 SAYB published annually	Chapters of the 2020/21 SAYB updated and edited	Chapters of the 2020/21 SAYB edited and proofread	Online edition of the 2020/21 SAYB and published	–
An online edition of the <i>Official Guide to South Africa</i> published annually	One online edition of the 2020/21 <i>Official Guide to South Africa</i> published annually	Chapters of the 2020/21 <i>Official Guide to South Africa</i> updated and edited	Chapters of the 2020/21 <i>Official Guide to South Africa</i> edited and proofread	Online edition of the 2020/21 <i>Official Guide to South Africa</i> published	–
Percentage of language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed

²Daily posting and uploading of text, photos and video content onto the GCIS Facebook and Twitter accounts (primary social media channels).

News updates on key government programmes and activities	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)	Daily news updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)
Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)	Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)
Updated social media accounts as per content received (excluding public holidays, weekends and holiday periods)	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)	Daily updates on GCIS social media accounts implemented (excluding public holidays, weekends and holiday periods)

Subprogramme: Policy and Research

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Informed and empowered citizens	Reports on perception of government priorities	Number of cluster reports on perceptions of government priorities produced ³	Produced 10 cluster reports per cluster per year	Produced 10 cluster reports on perceptions of government priorities	Produced 10 cluster reports on perceptions of government priorities	10 cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced

³The reports are tabled to GCIS MANCO/EXCO for approval prior to submission to the various clusters.

	Monitoring and evaluation Government Communication Excellence Tool (G-CET) reports on communication in government	Number of monitoring and evaluation G-CET reports on communication in government ⁴	–	–	–	Three monitoring and evaluation dashboard reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced
	Content analysis reports for The Presidency	Number of media content analysis reports for The Presidency produced ⁵	–	–	–	Four media content analysis reports for The Presidency produced	Four media content analysis reports for The Presidency produced	Four media content analysis reports for The Presidency produced	Four media content analysis reports for The Presidency produced
	Key messages	Percentage of requested key messages produced (excluding weekends, public holidays and holiday periods)	Produced 100% (142) sets of key messages as per requests (excluding weekends, public holidays and holiday periods)	Produced 185 (100%) sets of key messages as per requests. (excluding weekends, public holidays and holiday periods)	Produced 164 (100%) sets of key messages as per requests (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)
	Opinion pieces	Percentage of opinion pieces produced (excluding weekends, public holidays and holiday periods)	Produced 100% (129) of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produced 76 (100%) of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produced 79 (100%) of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)

⁴The reports are tabled to GCIS MANCO/EXCO for approval prior to dissemination.

⁵The reports are tabled to GCIS MANCO/EXCO for approval prior to submission to The Presidency.

Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of cluster reports on perceptions of government priorities produced	10 cluster reports produced annually	Five cluster reports on perception of government priorities produced	No target	Five cluster reports on perception of government priorities produced	No target
Number of monitoring and evaluation G-CET reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	One monitoring and evaluation G-CET reports on communication in government produced	One monitoring and evaluation G-CET reports on communication in government produced	One monitoring and evaluation G-CET reports on communication in government produced	One monitoring and evaluation G-CET reports on communication in government produced
Number of media content analysis reports for The Presidency produced	Four media content analysis reports for The Presidency produced	One media content analysis report for The Presidency produced	One media content analysis report for The Presidency produced	One media content analysis report for The Presidency produced	One media content analysis report for The Presidency produced
Percentage of requested key messages produced (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)
Percentage of opinion pieces produced (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces produced (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)

Subprogramme: Communication Service Agency
Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Informed and empowered citizens	Approved media-buying campaigns	Percentage of approved media-buying campaigns implemented	Percentage of approved media-buying campaigns implemented	69% of approved media-buying campaigns were implemented	88% of approved media-buying campaigns were implemented	40% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented
	Photographic services	Number of photographic services provided per year ⁶	537 photographic products and services were provided	593 photographic services were provided	525 photographic services were provided	450 photographic services provided	400 photographic services provided	400 photographic services provided	400 photographic services provided
	Video services	Number of video services provided per year ⁷	652 video products and services provided	741 video services provided	750 video services provided	600 video services provided	550 video services provided	550 video services provided	550 video services provided
	Radio products	Number of radio products and services provided per year	288 radio products and services provided	286 radio products and services provided	271 radio products and services were provided	400 radio products and services provided	400 radio products and services provided	400 radio products and services provided	400 radio products and services provided
	Graphic designs	Number of graphic designs completed per year	503 graphic designs completed	737 graphic designs completed	671 graphic designs completed	400 graphic designs completed	400 graphic designs completed	400 graphic designs completed	400 graphic designs completed
	Marketing services	Percentage of approved marketing services requests implemented	Received and implemented 86 approved requests for marketing services (100%)	Received and implemented 69 approved requests for marketing services (100%)	Received and implemented 84 approved requests for marketing services (100%)	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented

⁶The services are provided mainly to the President, Deputy President and other members of the Cabinet.

⁷The services are provided mainly to the President, Deputy President and other members of the Cabinet.

	Print products distributed	Number of GCIS print products distributed	24 print products produced by the GCIS distributed	23 print products produced by the GCIS distributed	24 print products produced by the GCIS were distributed (22 editions of <i>Vuk'uzenzele</i> , GCIS Annual Report and <i>Official Guide to South Africa</i>)	19 print products produced by the GCIS distributed (18 editions of <i>Vuk'uzenzele</i> and the GCIS Annual Report)	19 print products produced by the GCIS distributed (18 editions of <i>Vuk'uzenzele</i> and the GCIS Annual Report)	19 print products produced by the GCIS distributed (18 editions of <i>Vuk'uzenzele</i> and the GCIS Annual Report)	19 print products produced by the GCIS distributed (18 editions of <i>Vuk'uzenzele</i> and the GCIS Annual Report)
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Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented
Number of photographic services provided per year	400 photographic services provided	100 photographic services provided	100 photographic services provided	100 photographic services provided	100 photographic services provided
Number of video services provided per year	550 video services provided	135 video services provided	140 video services provided	140 video services provided	135 video services provided
Number of radio products and services provided per year	400 radio products and services provided	60 radio products and services provided	120 radio products and services provided	100 radio products and services provided	120 radio products and services provided
Number of graphic designs completed per year	400 graphic designs completed	110 graphic designs completed	110 graphic designs completed	80 graphic designs completed	100 graphic designs completed
Percentage of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented	100% of approved marketing services requests implemented
Number of GCIS print products distributed	19 print products produced by the GCIS distributed (18 editions of <i>Vuk'uzenzele</i> and the GCIS Annual Report)	Six GCIS print products distributed	Six GCIS print products distributed	Four GCIS print products distributed	Three GCIS print products distributed

Subprogramme: Entity Oversight

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Sound corporate governance	Performance review and compliance monitoring report	Number of performance review and compliance monitoring reports submitted to the Minister ⁸	–	–	Eight performance review and compliance monitoring reports	Eight performance review and compliance monitoring reports	Eight performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister

Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister

Subprogramme: Media Policy

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Transformed mainstream print and digital media, advertising and community media	Annual Transformation Report	Annual Transformation Report published as prescribed by legislation ⁹	–	–	–	–	Annual Transformation Report published	Annual Transformation Report published	Annual Transformation Report published

Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Annual Transformation Report published as prescribed by legislation	Annual Transformation Report published	–	–	–	Annual Transformation Report published

⁸The reports focus on the performance and/or compliance of the MDDA and Brand SA that report to the Minister in The Presidency through the GCIS.

⁹B-BBEE Act, 2003 (Act 53 of 2003), as amended.

Explanation of planned performance over the medium-term period.

The COVID-19 pandemic has necessitated the need for the GCIS to be technologically well-resourced to operate virtually in order to fulfil its communication mandate. In adapting to the 'new normal' after COVID-19, the department will continue using technology to make it easy and convenient for the media and public to access information remotely.

A combination of capacity-building and technological adaptations to enable effective government communication include making information products – such as *Vuk'uzenzele* newspaper, *PSM* magazine, SAYB and *Official Guide to South Africa* – available in a digital format on the GCIS website www.gcis.gov.za.

In line with the requirements of 4IR, digitisation will minimise the exorbitant cost of printing communication products, which will also be made available on zero-rated platforms to maximise their access to the public.

The department will embark on a multimedia approach that seeks to provide government information to as many people as possible and also make it available in their indigenous languages, where practically possible.

Government websites and social-media platforms will be used to share communication products with the public to create an informed and empowered citizenry. Radio products will also be shared with community radio stations and TV products with broadcasters, to widen access to government information by the majority of South Africans.

The functional and digital-based multimedia capability necessitated by the demands of restricted physical interaction within GCIS and between government communicators and audiences as well as global trends in communication practices, requires the use of virtual platforms such as Zoom, Skype, Microsoft Teams and others.

To promote the growth in the share of the voice of government in the public arena, the GCIS will continue developing content; producing government publications and daily news bulletins; providing translation, editing and proofreading services, and managing the Government and GCIS websites, and social media accounts.

The department will build on its tried and tested products and services in the medium term to support and shape government-wide communications. Through public opinion research, analysis of media coverage and monitoring of media, it will assist government to better understand the communication environment and inform government messages.

Public opinion research will support the development of government communication campaigns and also monitor their impact. It will use new technological approaches together with face-to-face engagements to collect quantitative and qualitative research that provides a better understanding of the work of government.

The research insights will feed into integrated strategic and advisory reports that inform the work of the communication clusters. A learning resources page will be created to support the development of communication skills and expertise across the government communication system.

In professionalising the government-wide communication system, the department will take forward the Government Communication Policy by implementing Phase II of the G-CET, which was developed to monitor and strengthen communication in government.

The Media System Analysis platform will be rolled out to all government departments to enable them to analyse their specific data for an immediate in-depth view and understanding of how they are covered in the media.

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

Media bulk-buying services will continue to assist government to save on advertising costs while maintaining the visibility of communication campaigns. Apart from ensuring government secures better value for money with commercial media, the service also broadens investment in community and small independent media. It will continue to explore innovative media-buying spaces to respond to the clients' needs and public media consumption aligned to the GSM.

Over the medium term, products with government information will be distributed countrywide, mainly in areas with less access to mainstream media. Communication campaigns that seek to inform and educate citizens will also be marketed.

The department will ensure improved corporate governance of public entities through performance reviews and monitoring reports that are submitted to the Minister. The reports will be used as oversight tools to ensure that entities deliver on their mandate, remain financially viable and comply with all applicable legislation.

Over the medium term, the department will also ensure that the print and digital media sector as well as the advertising sector – which remain largely untransformed – are transformed by implementing the MAC Charter Council, and the Print and Digital Media Transformation and Diversity Charter Council. It will also finalise the process to review the MDDA Act, 2004 (Act 14 of 2004) to align it to key technological developments and good corporate governance practices.

Programme Resource Consideration							
Expenditure estimates							
Programme 2: Content Processing and Dissemination	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme Management for Content Processing and Dissemination	2 025	2 193	2 399	2 921	4 027	4 040	4 042
Policy and Research	32 221	32 686	35 367	37 021	37 807	38 034	38 072
Products and Platforms	48 697	51 323	48 565	51 769	50 675	51 331	50 793
Communication Service Agency	53 750	57 085	53 473	112 127	105 737	56 424	56 548
Entity Oversight	225 464	232 129	246 509	216 096	248 679	254 270	255 890
Media Policy	23	250	3 547	2 199	2 041	2 058	2 061
Total	362 180	375 666	389 860	422 133	448 966	406 157	407 406
Change to 2020 Budget Estimate				6.7	9.2	(51.4)	(6.3)
Economic classification							
Current payments	132 484	141 561	149 108	209 021	200 812	152 415	151 997
Compensation of employees	77 742	83 165	92 114	98 817	96 036	96 038	96 037
Goods and services	54 742	58 396	56 994	110 204	104 776	56 377	55 960
<i>of which:</i>							
Advertising	276	3 006	1 745	56 697	52 470	2 540	2 551
Communication (G&S)	2 835	2 700	3 092	2 309	3 268	3 344	3 353
Computer services	3 273	3 241	2 528	4 148	4 190	4 310	4 326
Agency and support/outsourced services	5 912	4 459	7 193	6 412	6 505	6 698	6 723
Travel and subsistence	7 627	8 335	8 213	7 341	5 893	6 160	6 194
Operating payments	32 573	33 496	24 362	29 954	28 870	29 639	29 116
Transfers and subsidies	224 562	231 430	239 792	211 903	246 378	251 944	253 565
Departmental agencies and accounts	224 305	231 099	239 709	211 780	246 378	251 944	253 565
Households	257	331	83	123	-	-	-
Payments for capital assets	1 083	2 664	946	1 209	1 776	1 798	1 844
Machinery and equipment	1 083	2 664	946	1 209	1 776	1 798	1 844
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	4 051	11	14	-	-	-	-
Total	362 180	375 666	389 860	422 133	448 966	406 157	407 406

Details of selected transfers and subsidies

	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Departmental agencies and accounts							
Departmental agencies (non-business entities)							
Current	225 464	232 129	239 709	211 780	246 378	251 944	253 565
Brand South Africa	194 300	200 850	207 914	179 501	213 352	218 122	219 526
Media Development and Diversity Agency	31 164	31 279	31 795	32 279	33 026	33 822	34 039

The operational budget baseline allocation in Programme 2: Content Processing and Dissemination is directed to conduct research, monitor media coverage of government programmes and develop content for departmental communication products such as *Vuk'uzenzele* newspaper; the *PSM* magazine; articles for SANews.gov.za; official websites, the SAYB and *Official Guide to South Africa*, translations, social media, and to provide leadership in the development and production of communication services. The programme is also responsible for entity oversight and the transfer of budget allocations to Brand SA and the MDDA. The gradual increase over the medium term is mainly due to inflation adjustment.

9.3. Programme 3: Intergovernmental Coordination and Stakeholder Management

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

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

- **Media Engagement** leads and drives interaction and communication between government and the media. Funding in this subprogramme will be used to ensure effective liaison between Ministers and the media; manage ongoing media liaison services to government by providing government information; establishing, strengthening and maintaining working relationships with foreign media and independent media; and establishing relations with South African missions and parliamentary stakeholders with the view of disseminating government information and targeted key messages.
- **Cluster Communication** provides strategic communication, planning, coordination and support to clusters. It provides leadership and professional project management services for cluster communication campaigns.
- **PLL** ensures that the communication coordinating forums at provincial level are functional. The subprogramme implements outreach programmes to widen access of government programmes and policies by the public. It is also responsible for promoting Thusong Service Centres to the public, as well as ensuring that government departments send different print products and materials to these centres. The subprogramme also coordinates the *Izimbizo* programme of government in line with the DDM.

Programme 3: Intergovernmental Coordination and Stakeholder Management

Subprogramme: Media Engagement

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Improved relations with the media	Engagements between government officials and senior journalists on government's Programme of Action (PoA)	Number of engagements between government officials and senior journalists on government's the PoA held	Held 27 engagements between government officials and senior journalists on government's PoA and policy issues	Held 20 engagements between government officials and senior journalists on government's PoA	Held 19 engagements between government officials and senior journalists on government's PoA	16 engagements between government officials and senior journalists on government's PoA held	16 engagements between government officials and senior journalists on government's PoA held	16 engagements between government officials and senior journalists on government's PoA held	16 engagements between government officials and senior journalists on government's PoA held
	Post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	Number of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	18 post-Cabinet media briefings and/or statements were issued after ordinary Cabinet meetings	18 post-Cabinet media briefings were held	14 post-Cabinet media briefings were held	14 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings

	Media briefings based on request from government departments	Percentage of media briefings supported from requests received from government departments per year	133 media briefings conducted	95 media briefings conducted	90 media briefings conducted	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments
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Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of engagements between government officials and senior journalists on government's PoA held	16 engagements between government officials and senior journalists on government's PoA held	Four engagements between government officials and senior journalists on government's PoA held	Six engagements between government officials and senior journalists on government's PoA held	Three engagements between government officials and senior journalists on government's PoA held	Three engagements between government officials and senior journalists on government's PoA held
Number of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	Five post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per quarter	Five post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per quarter	Four post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per quarter	Three post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per quarter
Percentage of media briefings supported from requests received from government departments per year	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments

Subprogramme: Clusters Communication

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Well-functioning government communication system	Engagements with Heads of Communication (HoCs)	Number of engagements with HoCs held	Seven engagements with HoCs held	Five engagements with HoCs held	Four engagements with HoCs were held	Two engagements with HoCs held	Two engagements with HoCs held	Two engagements with HoCs held	Two engagements with HoCs held
	Internal Communicators' Forums (ICFs)	Number of ICFs held	10 ICFs were held	10 ICFs were held	Nine ICFs were held	10 ICFs held	10 ICFs held	10 ICFs held	10 ICFs held

	Annual cluster communication plans (CCPs)	Number of annual CCPs drafted	Five CCPs were developed	Five CCPs were developed	Five CCPs were developed	Five annual CCPs 2020/21 drafted	Five annual CCPs 2021/22 drafted	Five annual CCPs 2022/23 drafted	Five annual CCPs 2023/24 drafted
	Government communicators trained	Number of government communicators trained per year	456 government communicators trained	250 government communicators trained	270 government communicators trained	100 government communicators trained	175 government communicators trained	175 government communicators trained	175 government communicators trained

Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of annual CCPs drafted	Five annual CCPs 2020/21 drafted	Five annual CCPs 2020/21 drafted	No target	No target	–
Number of engagements with HoCs held	Two engagements with HoCs held	One engagement with HoCs held	–	One engagement with HoCs held	–
Number of ICFs held	10 ICFs held	Three ICFs held	Three ICFs held	Two ICFs held	Two ICFs held
Number of government communicators trained per year	175 government communicators trained	50 government communicators trained	50 government communicators trained	50 government communicators trained	25 government communicators trained

Subprogramme: Provincial and Local Liaison

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated performance 2020/21	Medium-term targets		
			2017/18	2018/19	2019/20		Annual targets 2021/22	Annual targets 2022/23	Annual targets 2023/24
Informed and empowered citizens	Development communication projects	Number of development communication projects aligned to the Government Communication Programme (GCP)	1 727 development communication activations aligned to the GCP	1 683 development communication activations aligned to the GCP	1 737 development communication activations aligned to the GCP were conducted	1 140 development communication projects aligned to the GCP	1 140 development communication projects aligned to the GCP	1 140 development communication projects aligned to the GCP	1 140 development communication projects aligned to the GCP
	Marketing events	Number of marketing events for the Thusong Programme held	511 marketing events for the Thusong Programme held	464 marketing events for the Thusong Programme held	334 marketing events for the Thusong programme were held	159 marketing events for Thusong Programme held	119 marketing events for the Thusong Programme held	119 marketing events for the Thusong Programme held	119 marketing events for the Thusong Programme held

	Community and stakeholder liaison visits	Number of community and stakeholder liaison sessions/visits undertaken per year	Number of community and stakeholder liaison sessions/visits undertaken per year	1 747 community and stakeholder liaison visits undertaken	1 900 community and stakeholder liaison visits undertaken	1 311 community and stakeholder engagement sessions/visits undertaken	1 140 community and stakeholder engagement sessions/visits undertaken	1 140 community and stakeholder engagement sessions/visits undertaken	1 140 community and stakeholder engagement sessions/visits undertaken
	<i>My District Today</i> newsletter	Number of electronic <i>My District Today</i> newsletters published	Published 49 electronic <i>My District Today</i> newsletters	Published 48 electronic <i>My District Today</i> newsletters	Published 45 electronic <i>My District Today</i> newsletters	45 electronic <i>My District Today</i> newsletters published	45 electronic <i>My District Today</i> newsletters published	45 electronic <i>My District Today</i> newsletters published	45 electronic <i>My District Today</i> newsletters published
	Reports on support to the functioning of government communication system	Number of reports on support to the functioning of government communication system produced (provincial and local level)	Produced four reports on support to the functioning of government communication system (provincial and local level)	Produced four reports on support to the functioning of government communication system (provincial and local level)	Produced four reports on support to the functioning of government communication system (provincial and local level)	Four reports on support to the functioning of government communication system produced (provincial and local level)	Four reports on support to the functioning of government communication system produced (provincial and local level)	Four reports on support to the functioning of government communication system produced (provincial and local level)	Four reports on support to the functioning of government communication system produced (provincial and local level)

Indicators, annual and quarterly targets

Output Indicators	Annual Target 2021/22	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of development communication projects aligned to the GCP	1 140 development communication projects aligned to the GCP per year	342 development communication projects aligned to the GCP	342 development communication projects aligned to the GCP	228 development communication projects aligned to the GCP	228 development communication projects aligned to the GCP
Number of marketing events for Thusong Programme held	119 marketing events for Thusong Programme held per year	26 Marketing events for Thusong Programme held	48 Marketing events for Thusong Programme held	22 Marketing events for Thusong Programme held	23 Marketing events for Thusong Programme held
Number of community and stakeholder liaison sessions/visits undertaken	1140 community and stakeholder liaison sessions/visits undertaken per year	342 community and stakeholder engagement sessions/visits undertaken per year	342 community and stakeholder engagement sessions/visits undertaken per year	228 community and stakeholder engagement sessions/visits undertaken per year	228 community and stakeholder engagement sessions/visits undertaken per year
Number of electronic <i>My District Today</i> newsletter published	45 electronic <i>My District Today</i> newsletters published per year	13 electronic <i>My District Today</i> newsletters published per quarter	13 electronic <i>My District Today</i> newsletters published per quarter	10 electronic <i>My District Today</i> newsletters published per quarter	Nine electronic <i>My District Today</i> newsletters published per quarter
Number of reports on support to the functioning of government communication system produced (provincial and local level)	Four reports on support to the functioning of government communication system produced (provincial and local level)	One report on support to the functioning of government communication system produced (provincial and local level)	One report on support to the functioning of government communication system produced (provincial and local level)	One report on support to the functioning of government communication system produced (provincial and local level)	One report on support to the functioning of government communication system produced (provincial and local level)

Explanation of planned performance over the medium-term period.

Regular and well executed media briefings delivered through virtual and online platforms were a hallmark of successful media interaction during the previous year. Refining both our technology capabilities as well as using virtual media interactions, including webinars and live streaming, will be key in the medium term.

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

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

Over the coming medium term, we will build on the successful footprint established across the continent by the Directorate: International Media Engagement in improving relations with the international media. Virtual technology has again played a leading role in many new media partnerships across the world and continent.

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

The cluster coordinators and the Chief Directorate: PLL will, in the coming medium term, place even more emphasis on ensuring that a well-coordinated and functional government communication system is in place. The advent of virtual meetings has significantly reduced the historical challenge of poor meeting attendance with intergovernmental and other coordination forums in the government communication system now enjoying significantly increased attendance.

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

The five clusters are revising and renewing their annual communication plans to ensure alignment and consistency of messages to the annual SoNA and the implementation of communication delivery in support of the overarching priorities of government for the medium term.

The rise of virtual technology has similarly assisted in raising the benchmark for internal communication activities in government in the medium term. It is envisaged that this will better equip the army of public servants, especially those in frontline service roles, to know and be able to communicate the work of government more confidently.

A baseline research study on the training and human resource development needs of government communicators was concluded in the previous term. In

the medium term ahead, specific development training programmes for both communicators and Principals will be addressed in partnership with key institutions such as the NSG.

While the media and government communicators across all spheres are key clients, direct communication with the public on the priorities and programmes of government remain a primary task in the upcoming period. The ability to be empowered and informed is a direct result of being provided with information that is useful in unlocking opportunities and decision-making.

Direct community engagement and liaison being mitigated by the constraints on face-to-face or group engagements, will continue to ensure that crucial developmental information reaches communities. In the foreseeable future, the regulations governing face-to-face contact will still be adhered to rigorously but many channels have been strengthened to ensure that direct communication is not neglected. In this regard, the GCIS provincial and district offices will emphasise the use of community media, specifically radio, to reach communities.

The growth of the community television sector in South Africa, which will become significantly prominent in the medium term as digital migration is concluded, provides the GCIS with a major channel for message dissemination.

WhatsApp groups, Facebook and other social media applications for Thusong Service Centres, as well as billboards or outdoor platforms in local malls and taxi ranks enable the GCIS and partners to rapidly disseminate local information. Loud-hailing has been refined as a platform and will be used extensively in the years ahead.

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

What is noteworthy is that funds previously dedicated to subsistence and travel to enable direct communication, will now be channelled to the community and social media, online influences and other new emerging direct communication platforms in the years ahead.

Programme Resource Consideration							
Expenditure estimates							
Programme 3: Intergovernmental Coordination and Stakeholder Management	Audited outcomes			Adjusted Appropriation	Medium term expenditure estimate		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme Management for Intergovernmental Coordination and Stakeholder Management	1 365	1 514	1 460	1 891	3 156	3 168	3 168
Provincial and Local Liaison	73 934	80 135	81 782	92 890	87 983	88 453	88 558
Media Engagement	11 464	14 033	16 818	16 114	15 777	15 857	15 869
Cluster Supervision (Human Development, Social Protection and Governance and Administration)	7 042	8 698	9 727	10 156	9 551	9 575	9 584
Cluster Supervision (Economic and Infrastructure, Justice and International)	7 336	8 271	8 322	8 657	8 213	8 243	8 247
Total	101 141	112 651	118 109	129 708	124 680	125 296	125 426
Change to 2020 Budget Estimate				(3.9)	(16.9)	(22.6)	(1.0)
Economic classification							
Current payments	100 258	110 321	116 324	127 289	123 183	123 939	124 028
Compensation of employees	82 878	91 580	96 489	104 581	102 908	102 905	102 908
Goods and services	17 380	18 741	19 835	22 708	20 275	21 034	21 120
<i>of which:</i>							
Advertising	521	1 280	713	2 613	1 246	1 338	1 348
Communication (G&S)	3 816	3 747	3 967	5 329	4 531	4 686	4 704
Contractors	833	1 369	1 211	1 007	947	764	761
Fleet services (including government motor transport)	1 002	760	1 750	1 252	1 356	1 403	1 409
Travel and subsistence	8 448	8 251	9 095	6 397	8 249	8 723	8 757
Operating payments	594	654	673	2 353	970	1 009	1 014

Transfers and subsidies	148	614	317	627	14	15	16
Departmental agencies and accounts	2	2	2	14	14	15	16
Households	146	612	315	613	-	-	-
Payments for capital assets	710	1 657	1 398	1 792	1 483	1 342	1 382
Buildings and other fix structures	37	123	99	4	-	-	-
Machinery and equipment	673	1 534	1 299	1 788	1 483	1 342	1 382
Payments for financial assets	25	59	70	-	-	-	-
Total	101 141	112 651	118 109	129 708	124 680	125 296	125 426

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

10. KEY RISKS

Outcome	Key risks	Risk Mitigation
Sound corporate governance	Non-compliance to laws, regulations and prescripts (including internal policies)	<ul style="list-style-type: none"> Identify areas where there is recurring non-compliance and develop an intervention plan. Continuous review of the composition, skills set and effective functioning of governance structures. Continuous communication on laws and prescripts. Monitoring of the Audit Implementation Plan. Development and implementation of the Compliance Operational Plan Biannual reporting on the implementation of combined Assurance Plan.
	Inability and delays in the implementation of modernisation of services which may negatively impact process optimisation and efficiency within the department	<ul style="list-style-type: none"> Review the IM&T Strategy. Implement the IM&T Strategy (modernisation). Review the IM&T structure (human and financial capacity). Apply for a deviation from National Treasury to procure IT-related services above R500K outside of the SITA Act, 1998 (Act 88 of 1998). Develop an ICT awareness and development programmes
Well-functioning government communication system	Relevance and ability by the GCIS to drive a coordinated and responsive government communication approach	<ul style="list-style-type: none"> Communicate programme offerings of the GCIS, especially the CSA. Review the kinds of planned outputs as part of the strategic planning process.
Informed and empowered citizens	Inadequate reach of government information to audiences.	<ul style="list-style-type: none"> Implement the marketing strategy. Expand the reach of all the platforms.
	Inadequate and incoherent communication by government on key issues affecting the nation	<ul style="list-style-type: none"> Update the Communication Handbook. Present government communication policy to all spheres of Government. Production of daily, biweekly and monthly content on different products and platforms. Escalate non attendance of meetings and no cooperating Heads of communication and Media Liaison Officers.

11. PUBLIC ENTITIES

Name of Public Entity	Mandate	Key outputs	Current Annual Budget
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"> Community broadcast project funding proposals Community and Small Commercial Media digital/print project funding proposals 	R33 026 000
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 communications strategy for South Africa, to contribute to job creation and poverty reduction, and to attract inward investment, trade and tourism.	<ul style="list-style-type: none"> Marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences Marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences Nation Brand performance monitoring South African global reputation study 	R213 352 000

12. INFRASTRUCTURE PROJECTS

Not applicable

13. PUBLIC-PRIVATE PARTNERSHIPS

Not applicable

14. ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ASD	Assistant Director
AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
BCM	Business Continuity Management
CCP	Cluster Communication Plan
CD	Chief Director
CFO	Chief Financial Officer
COVID	Coronavirus Disease
CRC	Communication Resource Centre
CSA	Communication Service Agency
D	Director
DD	Deputy Director
DDG	Deputy Director-General
DDM	District Development Model
DG	Director-General
DPSA	Department of Public Service and Administration
EIE	Economic, Investment and Employment
ERM	Enterprise Risk Management
ERRP	Economic Reconstruction and Recovery Plan
G-CET	Government Communication Excellence Tool
GCIS	Government Communication and Information System
GCME	Government Communication Monitoring and Evaluation
GCP	Government Communication Programme
GSCID	Governance, State Capacity and Institutional Development
GSM	Government Segmentation Model
HoC	Head of Communication
HR	Human Resources
HRM	Human Resource Management

ICF	Internal Communicators' Forum
ICT	Information communications technology
ICTS	International Cooperation, Trade and Security
IM	Information Management
IM&T	Information Management and Technology
JCPS	Justice, Crime Prevention and Security
KM	Knowledge Management
LSM	Living Standards Measure
MAC	Marketing, Advertising and Communication
MANCO	Management Committee
MDDA	Media Development and Diversity Agency
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCSF	National Communication Strategy Framework
NSG	National School of Government
PFMA	Public Finance Management Act
PLL	Provincial and Local Liaison
PoA	Programme of Action
PSM	<i>Public Sector Manager</i>
QPR	Quarterly Performance Report
SAIC	South Africa Investment Conference
SAYB	<i>South Africa Yearbook</i>
SITA	State Information Technology Agency
SMS	Senior Management Service
SoNA	State of the Nation Address
SPCHD	Social Protection, Community and Human Development
SPRMPMR	Strategic Planning, Risk Management, Performance Monitoring and Reporting
WIMS	Ward Information Management System

15. CONTACT DETAILS

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16. GCIS PROVINCIAL OFFICES

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ANNEXURE A:

REVISION TO THE GCIS 2020/21–2024/25
STRATEGIC PLAN AND 2021/22–2023/24
APP

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

1. ADJUSTMENTS TO OUTCOMES IN THE 2020/21–2024/25 STRATEGIC PLAN

Departmental outcomes			
Item	Old (Nine outcomes)	New (Five outcomes)	Reason
Outcome	Good corporate governance	Sound corporate governance	Corporate governance cuts across all aspects of an organisation and extends to oversight functions
	Improved corporate governance of public entities		
	Information to empower citizens and enable participation and holding government to account	Informed and empowered citizens	The three previous outcomes were either activities or strategic communication areas
	Communication strategies and campaigns informed by content, research, media analysis and monitoring and evaluation		
	Government's seven priority areas supported by communication content and services		
	Transforming mainstream print and digital media, advertising and community media	Transformed mainstream print and digital media, advertising and community media	Corrected the tense to define an outcome
	Improved relations with the media	Improved relations with the media – No change	–
	Well-functioning government communication system	Well-functioning government communication system – No change	–
	Informed and empowered citizens	No change (retained as is)	–

2. ADJUSTMENTS OF INDICATORS IN THE 2021/22-2023/24 APP

Departmental outcomes		
Item	2020/21-2022/23 APP	2021/22-2023/24 APP
Output indicators	Percentage of reported incidents of corruption resolved per year	Unqualified Audit Opinion obtained
	Approved MTEF Human Resource Plan submitted to the DPSA according to prescribed regulations	Vacancy rate of no more than 10% against the approved organisational structure maintained
	Percentage of designated employees who disclose their financial interest per year	Removed from APP
	Number of reports on the availability of IT infrastructure and systems presented to the IM&T Steering Committee	Number of governance reports on the availability of IT infrastructure and systems presented to the Audit Committee
	Number of reports on Information Management systems development presented to the IM&T Steering Committee	
	Number of performance review and compliance monitoring reports developed	Number of performance review and compliance monitoring reports submitted to the Minister
	AFS issued within legislative prescripts	Removed from APP
	Three-year risk-based Internal Audit Plan updated	Removed from APP
	Number of progress reports on assurance audits produced	Removed from APP
	Number of Quarterly Performance Report (QPR) sessions for public entities coordinated	Removed from APP
	Number of monitoring and evaluation dashboard reports on communication in government produced	Number of monitoring and evaluation G-CET reports on communication in government produced
	Number of communication forums held	Number of reports on support to the functioning of government communication system produced (provincial and local level)

3. ADJUSTMENTS OF TARGETS IN THE 2021/22-2023/24 APP

Programme 2: Content Processing and Dissemination		
Output Indicator	2020/21-2022/23 APP targets	Adjustments in the 2021/22-2023/24 APP targets
Percentage of approved media buying campaigns implemented	40% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented
Programme 3: Intergovernmental Coordination and Stakeholder Management		
Output Indicator	2020/21-2022/23 target	Adjustments in the Revised 2021/22-2023/24 APP targets
Number of government communicators trained per year	100 government communicators trained	175 government communicators trained



DEPARTMENTAL TECHNICAL INDICATOR DESCRIPTORS (TIDs)

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

Programme 1: Administration

Programme performance indicators

Subprogramme 1.1: Strategic Management

1.1.1 Unqualified Audit Opinion obtained	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Unqualified Audit Opinion obtained
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Indicator aims to ensure that department receives an unqualified audit opinion on the annual reports submitted to the AGSA
Assumptions: Factors that are accepted as true and certain to happen without proof	All audit requirements will be met
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Unqualified Audit Opinion obtained
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Unqualified audit opinion in the audit report
Source/collection of data: Describes where the information comes from and how it is collected	AFS, HR reports and performance information submitted by the relevant units within Corporate Services
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Strategic Management Unit
Who is responsible for collecting the data?	D: SPRMPMR
Who is responsible for checking and verifying the data captured?	CD: SM
Means of verification (evidence)	Unqualified audit opinion in the audit report

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: SM

Subprogramme 1.2: Human Resource Management

1.2.1 Vacancy rate of no more than 10% against the approved organisational structure maintained	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Vacancy rate of no more than 10% against the approved organisational structure maintained
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Funded vacant posts shall be advertised within six months after becoming vacant and be filled within 12 months after becoming vacant
Assumptions: Factors that are accepted as true and certain to happen without proof	The filling of advertised posts shall be done in accordance with the legislative framework
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	<ul style="list-style-type: none"> 50% of women in SMS positions 30% of staff in the department comprises youth 2% representation of disabilities across all levels
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Vacancy rate of no more than 10% against the approved organisational structure maintained
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	The vacancy rate is calculated by taking the number of vacant posts and dividing it by the total staff establishment
Source/collection of data: Describes where the information comes from and how it is collected	Approved organisational structure and staff establishment
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief Directorate: HR

Who is responsible for collecting the data?	D: HRM
Who is responsible for checking and verifying the data captured?	Chief Director (CD): HR
Means of verification (evidence)	PERSAL reports. Age analyses reports
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Filling of posts at Executive level is dependent on the support from the Executive Authority, endorsement by the DPSA and decision by Cabinet.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: HR

Subprogramme 1.3: Information Management and Technology

1.3.1 Number of governance reports on the availability of IT infrastructure and systems presented to the Audit Committee	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of governance reports on the availability of IT infrastructure and systems presented to the Audit Committee
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	IM&T governance is prescribed by the DPSA and is part of the department's corporate governance specifically applicable to IM&T
Assumptions: Factors that are accepted as true and certain to happen without proof	The Audit Committee will meet quarterly to discuss all the reports
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of four governance reports on the availability of IT infrastructure and systems presented to the Audit Committee
Source/collection of data: Describes where the information comes from and how it is collected	Management reports generated by the IM&T management team
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Director: IT
Who is responsible for collecting the data?	D: IT and D: Information Management Systems
Who is responsible for checking and verifying the data captured?	CD: IM&T
Means of verification (evidence)	<ul style="list-style-type: none"> Four governance reports on the availability of IT infrastructure and systems. Minutes of Audit Committee where reports were presented.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The data is qualitative in the form of a report
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: IM&T

Programme 2: Content Processing and Dissemination
Subprogramme 2.1: Products and Platforms

2.1.1 Number of copies of <i>Vuk'uzenzele</i> newspaper produced	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of copies of <i>Vuk'uzenzele</i> newspaper produced
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<p>The production and publishing of the newspaper to communicate government programmes and policies to Rooted Realists (segment 1), City Seekers (segment 2), Metro Mobiles (segment 4) who are Living Standards Measure (LSM) 1-6 and a smaller proportion to Safely Suburban (segment 3) LSM 7-8. All these segments are communities residing in rural and urban areas.</p> <p>The newspaper is full of news and advice on socio-economic opportunities created by government.</p>
Assumptions: Factors that are accepted as true and certain to happen without proof	Production of the newspaper will take place without any delays from service providers
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To produce the targeted number of 15.3 million copies of the newspaper as planned by end of the financial year

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of copies produced annually
Source/collection of data: Describes where the information comes from and how it is collected	Writers, source information, conduct research from various credible sources and write articles for each product
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Vuk'uzenzele
Who is responsible for collecting the data?	D: Vuk'uzenzele
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Invoice and printer's report received from service providers. Invoices are received a month after an edition was published
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The unit relies on the printer's report and invoices from third parties
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.2 Number of online editions of <i>Vuk'uzenzele</i> newspaper published annually	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of online editions of <i>Vuk'uzenzele</i> newspaper published annually
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<p>The production and publishing of the newspaper to communicate government programmes and policies to Rooted Realists (segment 1), City Seekers (segment 2), Metro Mobiles (segment 4) who are LSM 1-6 and a smaller proportion to Safely Suburban (segment 3) LSM 7-8. All these segments are communities residing in rural and urban areas.</p> <p>The newspaper is full of news and advice on socio-economic opportunities created by government.</p>

Assumptions: Factors that are accepted as true and certain to happen without proof	<i>Vuk'uzenzele</i> website will always be available to publish the planned editions
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To produce the targeted number of online editions (22) of the newspaper as planned by end of the financial year
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of editions produced annually
Source/collection of data: Describes where the information comes from and how it is collected	Writers source information, conduct research from various credible sources and write articles for each product
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: <i>Vuk'uzenzele</i>
Who is responsible for collecting the data?	D: <i>Vuk'uzenzele</i>
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Editions of <i>Vuk'uzenzele</i> newspaper published on www.vukuzenzele.gov.za/archives
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

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

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

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	PSM magazine targets middle to senior managers in the Public Service
Assumptions: Factors that are accepted as true and certain to happen without proof	No delays will be experienced in publishing the magazine
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To produce the targeted editions (11) as planned
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of editions published on the GCIS website
Source/collection of data: Describes where the information comes from and how it is collected	Content used is from articles which originate from official websites and government documents such as statements, reports, bills etc., Media briefings and interviews with various officials.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Vuk'uzenzele
Who is responsible for collecting the data?	D: Vuk'uzenzele
Who is responsible for checking and verifying the data captured?	Chief Director: Products and Platforms
Means of verification (evidence)	Editions of PSM magazine published on the GCIS website. http://www.gcis.gov.za/content/resource_centre/news_and_mags/public_sector_magazine
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

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

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

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

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Content Development
Who is responsible for collecting the data?	D: Content Development
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Edition of the <i>Official Guide to South Africa</i> published on the GCIS website
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Late submission of updated content or incorrect and incomplete information supplied by contributors; workload of editors/writers/designers that impact on project timelines
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.6 Percentage of language services requests completed.	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of language services requests completed
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	To provide editing, proofreading, translation and content development services to the GCIS and as per client (departmental) requests
Assumptions: Factors that are accepted as true and certain to happen without proof	All requests will be completed to the clients' satisfaction
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% language services requests completed
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	The number of requests received is calculated against the number of requests completed in order to get to the overall percentage achieved
Source/collection of data: Describes where the information comes from and how it is collected	GCIS and clients (departmental) requests
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative

Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Content Development
Who is responsible for collecting the data?	DD: SAYB DD: Language Services D: Content Development
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Register of service requests received. Evidence of GCIS approved requests completed.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Late submission of updated content or incorrect and incomplete information supplied by contributors; workload of editors/writers/designers that impact on project timelines
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.7 News updates on key government programmes and activities	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	News updates on key government programmes and activities (excluding public holidays, weekends and holiday periods)
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Daily news updates based on government programmes, events and activities. The articles are written to give exposure to government, and to set and advance the media agenda and discourse. Key government programmes (communication campaigns, events and activities) are based on the seven priority areas of government and the projects in the PoA outlined in the SoNA. Stories are published daily as they occur on SANews website (excluding public holidays, weekends and holiday periods)
Assumptions: Factors that are accepted as true and certain to happen without proof	Information will always be available for daily updates

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Ensure the daily news and updates on key government programmes and activities. However, it excludes Saturdays, Easter holiday, Christmas, Day of Goodwill, public holidays, New Year and weekends after mid-December to mid-January, and is published on SAnews website.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	The updates are done daily and usage is available through system-generated reports. However, it excludes Saturdays, Easter holiday, Christmas, Day of Goodwill, public holidays, New Year and weekends after mid-December to mid-January.
Source/collection of data: Describes where the information comes from and how it is collected	Information is collected from statements, press releases, government events and government briefings
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: News Service
Who is responsible for collecting the data?	D: News Service
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Content Management System report of daily news posted on the SAnews government web portal
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.8 Content updated daily on *www.gov.za* as per items received (excluding public holidays, weekends and holiday periods)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Content updated daily on the <i>www.gov.za</i> website as per items received (excluding public holidays, weekends and holiday periods)
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Daily updates of speeches, statements or photos and video content onto the government websites. Updates are on the implementation of key government programmes which are based on the seven priority areas of government and the projects in the PoA outlined in the SoNA. Content is received and the <i>www.gov.za</i> website is updated accordingly. However, this excludes public holidays, weekends and holiday periods.
Assumptions: Factors that are accepted as true and certain to happen without proof	The indicator is intended to show frequent communication of information to citizens via the government website
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	Content to update the website will be received timeously
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	N/A
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	A published updates on <i>www.gov.za</i>
Source/collection of data: Describes where the information comes from and how it is collected	Media statement, briefings and project implementation plans. Print run of postings done on social media
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Digital Media
Who is responsible for collecting the data?	D: Digital Media
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Screenshots of <i>www.gov.za</i>

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.9 Updated social media accounts as per content received (excluding public holidays, weekends and holiday periods)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Updated social media accounts as per content received (excluding public holidays, weekends and holiday periods)
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Daily posting and uploading of text, photos and video content onto Facebook and Twitter accounts. These are primary social media channels. Posts and tweets are based on speeches, statements and advisories issued by government departments and posted on the various social media platforms.
Assumptions: Factors that are accepted as true and certain to happen without proof	Content to update social media accounts will be received timeously
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Daily updates on GCIS social media accounts implemented per content received (excluding public holidays, weekends and holiday periods)
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Daily updates on GCIS social media accounts implemented per content received (excluding public holidays, weekends and holiday periods)
Source/collection of data: Describes where the information comes from and how it is collected	Media statement, speeches and advisories
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Digital Media
Who is responsible for collecting the data?	D: Digital Media
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	System report of daily posting on social media
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Data can be viewed per quarter and annually
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

Subprogramme 2.2: Policy and Research

2.2.1 Number of cluster reports on perceptions of government priorities produced	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of cluster reports on perceptions of government priorities produced
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Tracks public perception on government performance and information needs for the communication clusters
Assumptions: Factors that are accepted as true and certain to happen without proof	All research activities would be completed on time
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Produce 10 cluster reports annually and presented or shared with relevant stakeholders
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the actual reports produced and presented at MANCO
Source/collection of data: Describes where the information comes from and how it is collected	Research datasets – tracker, ad-hoc research in line with government priorities, Ipsos, Government Performance Barometer and Socio-Political Trends, Ipsos syndicate buy-in and other research findings obtained

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Research and Knowledge Management
Who is responsible for collecting the data?	D: Research and Knowledge Management.
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	Actual cluster reports produced and proof of submission to MANCO
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Delayed availability of datasets
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

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

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of monitoring and evaluation G-CET reports on communication in government produced
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Reports to be shared with MANCO on communication in government
Assumptions: Factors that are accepted as true and certain to happen without proof	All information to complete the reports will be available from government departments
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four G-CET reports on communication in government to be produced and shared with MANCO

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of four reports produced and shared with MANCO
Source/collection of data: Describes where the information comes from and how it is collected	Information comes from various communication units in government
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Government Communication Monitoring and Evaluation (GCME)
Who is responsible for collecting the data?	D: GCME
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	Four G-CET reports produced and presented at MANCO
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Late submissions from departments and non-reporting of project information
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

2.2.3 Number of media content analysis reports for The Presidency produced	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of media content analysis reports for The Presidency produced
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Reports of qualitative and quantitative analysis of media coverage of The Presidency based on government priorities
Assumptions: Factors that are accepted as true and certain to happen without proof	All media clippings to complete the reports will be available on the media system database

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four media content analysis reports produced
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the four reports produced
Source/collection of data: Describes where the information comes from and how it is collected	Information comes from the analysis of data captured from reports in the media
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: GCME
Who is responsible for collecting the data?	D: GCME
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	Actual reports produced
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Performance of the media database is impacted when the Internet is slow
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

2.2.4 Percentage of key messages requests produced (excluding weekends, public holidays and holiday periods)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of key messages requests produced (excluding weekends, public holidays and holiday periods)

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Key messages are statements that succinctly communicate government's stance on issues affecting it and the country. Key messages extract prominent aspects of a government programme, issue or report and are used to contribute to consistency in government communication.
Assumptions: Factors that are accepted as true and certain to happen without proof	All requests will be produced
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of key messages requests produced
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of key messages produced calculated against the number of key messages requested to determine the percentage achieved
Source/collection of data: Describes where the information comes from and how it is collected	Background, supporting and briefing documents, including complementary desktop research, inform the key messages
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Communication Resource Centre (CRC)
Who is responsible for collecting the data?	D: CRC
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	<ol style="list-style-type: none"> Spreadsheet of the number of key messages requests received Key messages produced Proof of completed requests sent to clients.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Insufficient supporting documentation supplied and human error in the capturing of information on the spreadsheet
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

2.2.5 Percentage of opinion pieces produced	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of opinion pieces produced (excluding weekends, public holidays and holiday periods)
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Opinion pieces convey government's view on topical issues in the media environment that affect it and the country
Assumptions: Factors that are accepted as true and certain to happen without proof	All requests will be produced
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of opinion pieces produced
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of opinion pieces produced calculated against the number of requests to determine the percentage achieved
Source/collection of data: Describes where the information comes from and how it is collected	Background, supporting and briefing documents, including complementary desktop research, inform opinion pieces
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: CRC
Who is responsible for collecting the data?	D: CRC
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	1. Spreadsheet of the number of opinion pieces requests received 2. Opinion pieces produced 3. Proof of completed requests sent to clients.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Insufficient information to draft opinion pieces

INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

Subprogramme 2.3: Communication Service Agency
Programme performance indicators

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

Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Buying
Who is responsible for collecting the data?	D: Media Buying
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Spreadsheet of all requests received. Proof of placement and flighting for all media-buying campaigns.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Human error in capturing data
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.2 Number of photographic services provided per year

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of photographic services provided per year
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The photographic coverage of events for the GCIS, The Presidency and other government departments
Assumptions: Factors that are accepted as true and certain to happen without proof	Photographic equipment will be available to provide requested services
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Achievement of targeted performance as planned. A total of 400 planned photographic services.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of all photographic shoots undertaken

Source/collection of data: Describes where the information comes from and how it is collected	Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Photographic Unit. The Photographic Unit submits a weekly report of all the photographic shoots undertaken during the week. The data is then captured on a register of completed products.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Production
Who is responsible for collecting the data?	D: Media Production
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Spreadsheet of all photo shoots undertaken. Photographs taken at the photoshoots.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Photographic Unit
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.3 Number of video services provided per year	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of video services provided per year
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Video filming of public engagements of the President and Deputy President, the GCIS and government departments for use by the GCIS and other government departments. Video filming for the production of adverts and video programmes showcasing the work done by the President and Deputy President. Providing video coverage of important government events such as National Days and the production of adverts for multimedia communication campaigns implemented by the GCIS.
Assumptions: Factors that are accepted as true and certain to happen without proof	Video equipment will be available to provide requested services

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Achievement of targeted performance as planned: 550 planned video services.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of all video shoots undertaken
Source/collection of data: Describes where the information comes from and how it is collected	Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Video Unit. The Video Unit submits a weekly report of all the video shoots undertaken during the week. The data is then captured on a register of completed products.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Production
Who is responsible for collecting the data?	D: Media Production
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Spreadsheet of all video shoots undertaken. Screenshots of videos taken at shoots.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Video Unit
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.4 Number of radio products and services provided per year

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of radio products and services provided per year

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Production of radio adverts, radio talks shows and audio recordings of government events that can be used in radio products
Assumptions: Factors that are accepted as true and certain to happen without proof	Radio equipment will be available to provide requested services
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Achievement of targeted performance as planned. A total of 400 planned radio products and services.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of all radio products and recordings produced
Source/collection of data: Describes where the information comes from and how it is collected	Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Radio Unit. The Radio Unit submits a weekly report of all audio products produced during the week. The data is then captured to a register of completed products.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Production
Who is responsible for collecting the data?	D: Media Production
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Spreadsheet of all radio productions and recordings. Audio recordings of radio products.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Video Unit
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.5 Number of graphic designs completed per year	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of graphic designs completed per year
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The layout and design of print and electronic products done by the GCIS Design Unit
Assumptions: Factors that are accepted as true and certain to happen without proof	Design Unit will be fully capacitated to deal with requested graphic design services
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Achievement of targeted performance as planned. A total of 400 planned graphic designs completed.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of all graphic designs completed
Source/collection of data: Describes where the information comes from and how it is collected	Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Design Unit. The Design Unit submits a weekly report of all design products produced during the week. The data is then captured on a register of completed products.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Production
Who is responsible for collecting the data?	D: Media Production
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Spreadsheet of all graphic designs completed. Pdf copies of the designs.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Design Unit

INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA
2.3.6 Percentage of approved marketing services requests implemented	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of approved marketing services requests implemented
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Register in excel format (Marketing register). Marketing services can include a marketing project such as a Golf Day or event such as PSM Forum or a request for branding e.g. Pull-up banners for an event or request for or event support e.g. exhibition table, production of branded products, registration table or sponsorship. It can also include a request to develop a Marketing Strategy, Plan or Memo.
Assumptions: Factors that are accepted as true and certain to happen without proof	All requests will be implemented
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of approved marketing services activities implemented
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of marketing services requested against the number of marketing services requests implemented
Source/collection of data: Describes where the information comes from and how it is collected	Collected through an email request or briefing form completed by the client
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Monthly, quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Marketing and Distribution
Who is responsible for collecting the data?	Senior Secretary: Marketing and Distribution
Who is responsible for checking and verifying the data captured?	CD: CSA

Means of verification (evidence)	Marketing Register and approved marketing services forms, proof by means of photographs, etc.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Human error in compiling the manual excel sheet
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.7 Number of GCIS print products distributed	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of GCIS print products distributed
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Distribution of print products produced by the GCIS – <i>Vuk'uzenzele</i> newspaper and the Annual Report.
Assumptions: Factors that are accepted as true and certain to happen without proof	There will be no delays in printing of the products
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	18 editions of <i>Vuk'uzenzele</i> and the Annual Report
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of number of products distributed
Source/collection of data: Describes where the information comes from and how it is collected	The data comes from the distribution strategy and requests for distribution services by other units
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly

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

Subprogramme 2.4: Entity Oversight

Programme performance indicators

2.4.1 Number of performance review and compliance monitoring reports submitted to the Minister	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of performance review and compliance monitoring reports submitted to the Minister
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Monitor governance matters of public entities reporting to the Minister in The Presidency to ensure sustainability and viability. The report will focus on operations, governance and financial model of public entities.
Assumptions: Factors that are accepted as true and certain to happen without proof	All public entities will provide all relevant information as required
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Eight performance review and compliance monitoring reports submitted to the Minister
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of performance review and compliance monitoring reports of public entities submitted to the Minister
Source/collection of data: Describes where the information comes from and how it is collected	QPRs from public entities and analysis reports

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Entity Oversight
Who is responsible for collecting the data?	D: Entity Oversight
Who is responsible for checking and verifying the data captured?	CD: Entity Oversight
Means of verification (evidence)	Actual reports and proof of submission to the Minister
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Entity Oversight

Subprogramme 2.5: Media Policy

2.5.1 Annual Transformation Report published as per prescribed legislation	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Annual Transformation Report published as per prescribed legislation
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	MAC Charter Council to ensure transformation in the sector, including all seven elements in the B-BBEE are reported and monitored annually to Ministers in The Presidency and Department of Trade, Industry and Competition; and the B-BBEE Commission.
Assumptions: Factors that are accepted as true and certain to happen without proof	All transformation information required to complete the report will be available
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Annual Transformation Report published as per prescribed legislation

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

Programme 3: Intergovernmental Coordination and Stakeholder Management

Subprogramme 3.1: Media Engagement

3.1.1 Number of engagements between government officials and senior journalists on the government's PoA held	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of engagements between government officials and senior journalists on the government PoA held

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Meetings coordinated by the GCIS on behalf of government where senior officials meet and interact with media groupings such as the SABC, Newzroom Afrika, eNCA and Power FM. The officials are HoCs within client departments. The processes of identifying the need for engaging with the media include three types of engagements with media, namely: Type 1: Projects and campaigns. Type 2: Assessment of the media environment. Type 3: Need for continuous building of relationships.
Assumptions: Factors that are accepted as true and certain to happen without proof	Media groupings and government officials will be available for the engagements
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Engagements (16) with the media held as planned
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the number of engagements between government officials and senior journalists held as planned
Source/collection of data: Describes where the information comes from and how it is collected	For media engagement type 1 and 2: Send the meeting requests indicating the purpose of the meeting and conduct the meetings. It can either be the Assistant Director (ASD), DD and Director within the Directorate: Media Engagement. For media engagement type 3: Develop a MANCO Memo to inform them about the engagement between Cabinet and either the South African National Editors' Forum or Press Gallery Association and Southern African Development Community Media Awards.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Engagement
Who is responsible for collecting the data?	DD: Media Engagement
Who is responsible for checking and verifying the data captured?	D: Media Engagement
Means of verification (evidence)	Attendance register/report for online meetings (Skype and other virtual systems)

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Cancellation of the meetings
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	D: Media Engagement

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

Who is responsible for collecting the data?	D: Media Engagement D: Parliamentary Office
Who is responsible for checking and verifying the data captured?	CD: Media Engagement
Means of verification (evidence)	Post-Cabinet Statement or media briefing attendance register
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	D: Media Engagement

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

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of media briefings supported from requests received from government departments per year
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator measures media briefings hosted by the Media Engagement unit at the Ronnie Mamoepa Media Centre from requests received from various departments to communicate with the general public
Assumptions: Factors that are accepted as true and certain to happen without proof	The Ronnie Mamoepa Media Centre will always be available to host media briefings
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of media briefings supported from requests received from government departments per year
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Count the number of media briefing requests received from government departments over the number of requests supported by the Media Engagement Unit
Source/collection of data: Describes where the information comes from and how it is collected	All requests from government departments are captured in a spreadsheet that is collated monthly
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative

Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Engagement
Who is responsible for collecting the data?	D: Media Engagement
Who is responsible for checking and verifying the data captured?	CD: Media Engagement
Means of verification (evidence)	Media briefing request spreadsheet and Media Advisory from departments
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	D: Media Engagement

Subprogramme 3.2: Cluster Communication

3.2.1 Number of five-year cluster communication strategies drafted	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of five-year cluster communication strategies drafted
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The cluster communication strategies are drafted by the communication committees of the respective cluster. The Cluster Coordinator collates all inputs from members of the cluster into a draft five-year Cluster Communication Strategy which is an output of a communication strategizing session.
Assumptions: Factors that are accepted as true and certain to happen without proof	Information needed to draft the strategies will be available. Participation of the cluster chairs and communicators in the strategizing session.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	Vulnerable groups may be included in the cluster communication strategies as target audiences
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Five cluster communication strategies drafted

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple account of five cluster communication strategies drafted
Source/collection of data: Describes where the information comes from and how it is collected	Communicators of departments in a cluster
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Once every five years
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief directorates: Cluster Communication
Who is responsible for collecting the data?	DDs: Cluster coordinators
Who is responsible for checking and verifying the data captured?	Directors: Cluster Support
Means of verification (evidence)	Draft cluster communication strategies
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Poor participation by communicators
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	Chief directors: Cluster Communication

3.2.2 Number of annual CCPs drafted	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of annual CCPs drafted
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The annual CCPs are drafted by the communication committees of the respective cluster. The Project Manager collates all inputs from members of the cluster into an annual Cluster Communication Programme which is an output of Communication Committee meetings
Assumptions: Factors that are accepted as true and certain to happen without proof	Information needed to draft the plans will be available. Participation by communicators.

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Five annual CCPs drafted
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple account of five annual CCPs
Source/collection of data: Describes where the information comes from and how it is collected	MTSF and NCSF
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief directorates: Cluster Communication
Who is responsible for collecting the data?	DDs: Project managers
Who is responsible for checking and verifying the data captured?	Directors: Cluster Support
Means of verification (evidence)	Draft CCP
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Poor participation or lack of inputs from communicators
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	Chief directors: Cluster Communication

3.2.3 Number of ICFs held	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of ICFs held

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	An internal government communication system for public servants. (See page 11 of the <i>Government Communicators' Handbook</i> for the definition of government communication system). To continually make public servants aware about government's programmes and disseminate important information they should know, using the ICF.
Assumptions: Factors that are accepted as true and certain to happen without proof	All invited officials will attend the ICF
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Six ICFs held
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of six ICFs held
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> Information from the Internal Communication Coordinator in the GCIS. Emails, communiques, SharePoint and ICFs, bulk SMS, website, reports, minutes of forums and from departmental communicators.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Cluster (Social Protection, Community and Human Development (SPCHD), Governance, State Capacity and Institutional Development (GSCID)
Who is responsible for collecting the data?	ASD: Internal Communications Coordinator
Who is responsible for checking and verifying the data captured?	D: Cluster Support
Means of verification (evidence)	Attendance registers/virtual report
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The GCIS depends on content and products shared by government departments, as well as their active participation and cooperation in order to execute this function
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	D: Cluster Support: GSCID and SPCHD

3.2.4 Number of engagements with HoCs held	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of engagements with HoCs held
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The engagements with the HoCs is a strategic forum to ensure communication is aligned and integrated to support the implementation of the NCSF
Assumptions: Factors that are accepted as true and certain to happen without proof	All national HoCs will attend the forum
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Two engagements with the HoCs
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the number of engagements with the HoCs; held twice a year
Source/collection of data: Describes where the information comes from and how it is collected	The process of identifying the need for engagement is aligned with the NCSF programme
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Biannually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief Directorate: Cluster Communication – Economic, Investment and Employment (EIE); Infrastructure Development; International Cooperation, Trade and Security (ICTS) and Justice, Crime Prevention and Security (JCPS)
Who is responsible for collecting the data?	D: Cluster Support (EIE, Infrastructure Development, ICTS and JCPS)
Who is responsible for checking and verifying the data captured?	CD: Cluster Communication (EIE, Infrastructure Development, ICTS and JCPS)
Means of verification (evidence)	Minutes or attendance registers or virtual meeting request for engagement with the HoCs
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Cancellation of the planned forums or unavailability of key stakeholders

INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication (EIE, Infrastructure Development, ICTS and JCPS)

3.2.5 Number of government communicators trained per year	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of government communicators trained per year
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator aims to report on the number of government communicators that have undergone the government communications training. Training entails the different aspects of government communication, marketing, and media liaison and development communication.
Assumptions: Factors that are accepted as true and certain to happen without proof	Communicators will attend sessions planned for training
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	175 government communicators trained per year
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of government communicators that are trained per year
Source/collection of data: Describes where the information comes from and how it is collected	Request for training submitted to the GCIS
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Government Communication Training and Development
Who is responsible for collecting the data?	D: Government Communication Training and Development
Who is responsible for checking and verifying the data captured?	CD: Cluster Communication – Governance, State Capacity and Institutional Development and Social Protection, Community and Human Development and Training

Means of verification (evidence)	Attendance registers/virtual report of the government communication training provided
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Incomplete registers. The number of officials on the request for training might not attend which is beyond the control of the department.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Cluster Support

Subprogramme 3.3: Provincial and Local Liaison

3.3.1 Number of development communication projects aligned to the GCP	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of development communication projects aligned to the GCP
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Development communication project is a method of providing communities with information in a manner that enables them to use that information to improve their lives through various platforms such as community media, seminars, workshops, door-to-door visits, and taxi and mall activations. The GCP indicates communication projects based on the PoA and cluster communication strategies.
Assumptions: Factors that are accepted as true and certain to happen without proof	Communities will use the information provided to them
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Targeted performance as planned, 1 140 development communication activations implemented
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	<ul style="list-style-type: none"> • Two development communication projects per month per Senior Communication Officer (SCO) and two development communication activations per Regional Communication Coordinator per month. • Each project Exit Report captured on Ward Information Management System (WIMS) is counted monthly and quarterly.

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

3.3.2 Number of marketing events for Thusong Programme held	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of marketing events for Thusong Programme held
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator speaks to marketing and communication activities to be held at the level of individual Thusong Service Centres aimed at widening public access to and awareness of services offered by the centres to communities. Marketing events can take on any shape including: leaflets, posters, live reads, talk shows on community radio, adverts and articles in community news print, branding, launches, mobile outreaches, Thusong website, open days, etc.

Assumptions: Factors that are accepted as true and certain to happen without proof	Communities will make use of the centres to access government services
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	<ul style="list-style-type: none"> To market all operational Thusong Service Centres and integrated mobile units. 119 marketing events of the Thusong Programme for the year (which includes hubs, satellites and mobile units).
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	<ul style="list-style-type: none"> GCIS communication officers capture marketing events on WIMS and the provincial offices consolidate one report. One marketing event per quarter per centre. The sum of total of marketing events held per Thusong Service Centre.
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> National office develops a national communication strategy. Provincial offices develop a province wide and centre specific marketing plan based on the overall communication strategy Marketing events captured on WIMS WIMS reports Supporting documents like posters, leaflets, articles, etc. are filed on SharePoint.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: PLL
Who is responsible for collecting the data?	Provincial directors
Who is responsible for checking and verifying the data captured?	D: Provincial Coordination
Means of verification (evidence)	WIMS Exit Report and its supporting evidence, e.g. pictures with captions, live reads, talk shows on community radio, pictorials on mobile outreach, open days and social media platforms (Facebook, Twitter and YouTube).
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> The only limiting factor could be human error in capturing the data on WIMS and under-reporting. Non-submission of information by other institutions. None/delay in submission of information by other departments.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PLL

3.3.3 Number of community and stakeholder liaison sessions/visits undertaken	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of community and stakeholder liaison sessions/visits undertaken
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<ul style="list-style-type: none"> Community stakeholder liaison is an involvement of community-based organisations, non-governmental organisations, community media, local business and government, including local municipalities. Conduct community liaison sessions/visits to do environmental assessments, distribute government information, meet with local stakeholders relevant to the work of government. Daily engagements with various stakeholders and Thusong structures. Sessions via social-media platforms (Zoom/Skype/Google hangouts, WhatsApp, Chat groups) teleconference meetings
Assumptions: Factors that are accepted as true and certain to happen without proof	Communities and stakeholders will be available
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To achieve the targeted performance as planned, 1 140 stakeholder and community liaison sessions/visits a year
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	All the sessions/visits undertaken are calculated and reported on WIMS
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> Sessions via social media platforms (Zoom/Skype/Google hangouts, WhatsApp, Chat groups) teleconference meetings. Reports/minutes from stakeholders' meetings; Report-back template for all types of meetings if attendance register is not available. Attendance registers (including GCIS officials). Community and stakeholder meetings and liaison online sessions/visits captured on WIMS Distribution reports captured on WIMS.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: PLL

Who is responsible for collecting the data?	Provincial directors
Who is responsible for checking and verifying the data captured?	D: Provincial Coordination
Means of verification (evidence)	WIMS Exit Report and its supporting evidence, e.g. pictures with caption
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Exit reports on the stakeholder liaison sessions/visits conducted and captured on WIMS and with its supporting evidence, such as attendance registers (including the GCIS officials)/ minutes of meetings, Report-back template for all types of meetings if attendance register is not available, screen captures of the WhatsApp and Zoom/Skype meetings.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PLL

3.3.4 Number of electronic <i>My District Today</i> newsletters published	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of electronic <i>My District Today</i> newsletters published
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Focuses on the number of electronic <i>My District Today</i> newsletters published on the GCIS website
Assumptions: Factors that are accepted as true and certain to happen without proof	The GCIS website will always be available to publish the newsletter
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	45 electronic <i>My District Today</i> newsletters published
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of published <i>My District Today</i> newsletters
Source/collection of data: Describes where the information comes from and how it is collected	Information of past events in and around the nine provinces is collated by SCOs into draft articles and sent to the head office for consolidation of all the approved articles into the newsletter
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative

Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: PLL
Who is responsible for collecting the data?	Provincial directors: PLL
Who is responsible for checking and verifying the data captured?	D: Programme Support
Means of verification (evidence)	<i>My District Today</i> newsletters published on the GCIS website
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> Lack of human resource capacity. Layout and design not completed in time, depending on the availability of designers in the Chief Directorate: CSA.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PLL

3.3.5 Number of reports on support to the functioning of the government communication system produced (provincial and local level)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of reports on support to the functioning of the government communication system produced (provincial and local level) (Refer to page 11 of the <i>Government Communicators' Handbook</i> for the definition of "government communication system".)
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Dissemination of government content throughout the system (content including key messages, factsheets, communication strategies, Questions and Answers and other government communication content rich documents/products. Participation in government communication forums (District Communicators' Forum, Provincial Communicators' Forum, where applicable clusters). Measures the extent to which the GCIS has been able to cascade government information to all available platforms.
Assumptions: Factors that are accepted as true and certain to happen without proof	Information to complete all the reports on functioning of government communication will be available
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Ability to produce all four quarterly reports on the functioning of the intergovernmental communication system within the prescribed period

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of four reports on support to the functioning of government communication system produced
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> • HoCs in provincial departments and municipalities. • Copies of communication strategies, messages and themes and media statements from lead departments and GCIS but also through the cluster communication process. • Integrated development plans.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief Directorate: PLL
Who is responsible for collecting the data?	Provincial directors: PLL
Who is responsible for checking and verifying the data captured?	D: Programme Support
Means of verification (evidence)	Quarterly report on support to functioning of the intergovernmental system, Minutes of the meeting of Intergovernmental Coordination and Stakeholder Management branch.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PLL

NOTES

Government Communication and Information System

ANNUAL PERFORMANCE PLAN

MEDIUM-TERM PERIOD **2021/22 -2023/24**

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT





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