STRATEGIC PLAN
FOR THE MEDIUM-TERM PERIOD

2010 – 2013

**government
communications**

Department:
Government Communication & Information System
REPUBLIC OF SOUTH AFRICA

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1. PART ONE: INTRODUCTION AND CORPORATE STRATEGY 2010 2013

1.1 INTRODUCTION

The breadth and complexity of government's developmental agenda and the need to constantly focus public opinion and sentiment on the progress the country is making in creating a better life for all is possible only through agile and well-coordinated communication.

Our work is focused on providing strategic guidance and ensuring communication of the country's vision by communicating progress on visible and tangible implementation of government programmes at home and abroad. To achieve maximum communication on our developmental priorities, the Government Communication and Information System (GCIS) has to ensure functioning and effective communication systems in all spheres of government.

During the Medium Term Expenditure Framework, the GCIS will play a leading role together with the International Marketing Council (IMC) and the 17 departments with the World Cup guarantees to profile the opportunities of our country's hosting of the 2010 FIFA World Cup^{TM}.

Overall, the GCIS is responsible for providing strategic leadership to and coordinating a government communication system that ensures that the South African public as well as the international community are informed about government's policies, plans and programmes.

Furthermore, the GCIS ensures that South Africa is marketed abroad through the IMC to assess perceptions with both positive and negative impact on the country's potential to attract greater levels of tourism, trade and investment.

The GCIS oversees the Media Development and Diversity Agency (MDDA), whose mandate it is to ensure the development of media diversity in the country, as part of strengthening democracy.

The GCIS will, during this electoral period, place special emphasis on ensuring that all departments have functioning communication units whose function it is to sustain communication on the programmes meant to develop the country and its people.

The success of the government-wide communication system is dependent on strong and well-resourced communication units across departments.

The Strategic Plan for 2010 to 2013 is in line with the revised government priorities with the outcomes approach to the programmes of government.

Review of the GCIS' work in the past nine months of the new administration

The GCIS has made strides in implementing its renewed mandate informed by the government-wide and GCIS review in the financial year 2009/10. The training of ministers on handling the media took place, better planning for communication was emphasised and the communication cycle was reviewed and implemented.

The GCIS is currently engaging with the Public Administration Leadership and Management Academy to develop a government communication qualification.

This will ensure that the system acquires and maintains a trained cadre of communicators. The detailed Corporate Strategy and objectives are outlined below.

Themba Maseko
CHIEF EXECUTIVE OFFICER

1.2 CORPORATE STRATEGY 2010 – 2013

1. Overview of GCIS' strategic focus over the Medium Term Strategic Framework (MTSF) period

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

1.2 The GCIS, through the National Communication Strategy Framework (NCSF), continues to ensure that the mandate of government is communicated to the South African population.

1.3 The GCIS is also expected to build partnerships informed by an encompassing vision around common development objectives. Furthermore, the GCIS leads the international marketing of the country and provides overall guidance, ensuring that the country is marketed abroad, and promotes media diversity through the IMC and the MDDA, respectively.

1.4 Greater emphasis in the first year of the Medium Term Expenditure Framework (MTEF) 2010 – 2013 and MTSF 2009 – 2014 will be on providing communication on mandated targets for the fulfilment of the millennium development goals, as expressed in the mandate of the new administration.

1.5 In the short term, GCIS will lead and anchor communication on the preparations for the 2010 World Cup, a prestigious tournament that will leave a lasting legacy in our country. Communication priorities are being informed by the MTSF, derived from the electoral mandate of the new government administration, which will constitute the bases for the Programme of Action (PoA).

1.6 The priorities for communication are to be outlined in the PoA. These include continuing to build an economy that creates jobs, addresses the education challenges and focuses on rural development and sustainable livelihoods.

1.7 More attention will be paid to building communication partnerships to promote a better life – understood, witnessed, believed and lived by all South Africans.

2. Vision

Government communication that empowers and encourages the public to participate in democracy and improve the lives of all.

3. Mission

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

4.   Key objective and strategies

STRATEGIC OBJECTIVE:

Continuously communicate with and inform the public on the policies and programmes of government to improve their lives.

This overarching objective will be supported by the following strategic objectives:

4.1   Provide strategic leadership in government communication

4.1.1   Develop a NCSF that will inform and drive communication priorities linked with the electoral mandate and based on the MTSF.
4.1.2   Provide strategic leadership in the development and implementation of effective departmental and provincial communication strategies that are aligned to the NCSF and driven by the priorities of government's PoA.

4.2   Strengthen and manage the government-wide communication system for effectiveness and proper alignment

4.2.1   Pay increased attention to the development of communication systems in all spheres of government and ensure that the communication policy guidelines and scorecard are popularised and implemented.
4.2.2   Promote a learning communication system by developing an integrated knowledge and information management system.
4.2.3   Enhance existing coordinating forums by using them, for among other things, as strategic planning forums.
4.2.4   Induct and guide the establishment of communication units across government.
4.2.5   Develop and implement a training programme to address communication skills in government.

4.3   Learn and explore communication methods and practices to enhance communication

4.3.1   Conduct communication research and surveys to explore new communication needs and understand the communication landscape.
4.3.2   Effective use of research to improve communication focus and understand the communication needs of the public.
4.3.3   Explore new platforms for communication and the impact of communication products and services in terms of access and reach.
4.3.4   Develop and effectively use government communication products and services to better meet government and public information needs.
4.3.5   Promote the use of new media and technology to effectively convey government information.

4.4   Lead and guide the domestic and international marketing of South Africa

4.4.1   Guide the IMC in the development of the country brand in line with the
        Government's vision.
4.4.2   Build consensus among key stakeholders in support of the country's marketing
        initiative.

4.5   Build partnerships with strategic stakeholders in pursuit of GCIS' vision

4.5.1   Build and sustain networks and strategic partnerships to enhance and support
        effective communication of government policies and programmes.
4.5.2   Support the implementation of government-wide access to information.
4.5.3   Build and strengthen relations with the media to effectively communicate
        government messages.
4.5.4   Espouse a development-communication approach to strengthen participatory
        democracy in pursuit of government's developmental agenda.

**4.6   Operate an efficient, effective and compliant government communication
        organisation**

4.6.1   Implement a Human Resource Strategy to realise the mandate of GCIS.
4.6.2   Implement a focused project-management discipline and adhere to best
        practices for internal and government-wide campaigns and projects.
4.6.3   Ensure implementation of effective strategic business planning and performance
        monitoring, in line with the relevant legislation.
4.6.4   Ensure effective and efficient use of information and communications
        technologies.
4.6.5   Provide an efficient and effective oversight role to the public entities.
4.6.6   Promote a learning organisation by developing an integrated knowledge and
        information management system.

5. **The Programme of Action for the Medium Term Strategic Plan for the electoral period 2009 – 2014**

5.1. Communication will be informed by the measurable outcomes based on the eight priorities in the PoA outlined in the State of the Nation Address and supported by the budget allocations. These priorities are a critical path in the county's growth and development:

- **education**
- **health**
- **rural development and land reform**
- **creating decent work**
- **fighting crime**
- **local governance and human development**
- **infrastructure**
- **building a better Africa and a better world.**

5.2 Each priority will have a clear measurable outcome and target. It is envisaged that each cluster or sector will ensure a communication programme informed by the various milestones of each measurable outcome.

PART TWO: GCIS PROGRAMMES AND MEDIUM-TERM OUTPUT AND TARGETS

Programme 1: Administration

Measurable objective: Management and provision of support services to the department.

			Target/Milestone		
Sub-programme	**Output**	**Measure/Indicator**	**2010/11**	**2011/12**	**2012/13**
Strategic objectives:					
• Provide strategic leadership in government communication • Learn and explore communication methods and practices to enhance communication • Operate an efficient, effective and compliant Government Communication Organisation					
CEO's office.	Give leadership on the functioning of GCIS.	Alignment of GCIS strategic objectives and its operations with relevant legislation and the management of all resources.	Bi Weekly EXCO meetings where decisions impacting on the corporate strategy in pursuit of leadership to the government wide communication are taken promptly. Weekly MANCO meetings are held to help develop short term objectives and ensure implementation of the corporate strategy.	Bi Weekly EXCO meetings where decisions impacting on the corporate strategy in pursuit of leadership to the government wide communication are taken promptly. Weekly MANCO meetings are held to help develop short term objectives and ensure implementation of the corporate strategy.	Bi Weekly EXCO meetings where decisions impacting on the corporate strategy in pursuit of leadership to the government wide communication are taken promptly. Weekly MANCO meetings are held to help develop short term objectives and ensure implementation of the corporate

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
					strategy.
	Monitoring of the implementation of GCIS' corporate strategy.	Monitoring and evaluation of organisational performance status against set targets.	Performance status reports submitted quarterly.	Performance status reports submitted quarterly.	Performance status reports submitted quarterly.
	Communicating the decisions of Cabinet as Cabinet spokesperson.	Post-Cabinet media briefings held and statements issued.	As per the Cabinet meeting schedule.	As per the Cabinet meeting schedule.	As per the Cabinet meeting schedule.
	Giving strategic government communication advisory services on the implementation of the PoA.	Better integration and coherence of PoA communication.	Ensure participation in all Forum of South African Directors-General (Fosad) meetings to provide strategic leadership to the project teams	Ensure participation in all Forum of South African Directors-General (Fosad) meetings to provide strategic leadership to the project teams.	Ensure participation in all Forum of South African Directors-General (Fosad) meetings to provide strategic leadership to the project teams.
	Provide strategic leadership to the public entities (IMC and MDDA).	Public entities' mandate and governance process clearly articulated in the accountability arrangement/framework.	Accountability framework updated annually.	Accountability framework updated annually.	Accountability framework updated annually
			Monitoring and evaluation (M&E) meetings held at least quarterly.	M&E meetings held at least quarterly.	M&E meetings held at least quarterly.
	Provide operational and strategic support to the CEO as the	Secretarial, administrative and advisory support provided to the CEO in the	The effective functioning of the Office of the CEO to	The effective functioning of the Office of the CEO to	The effective functioning of the Office of the CEO

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
	Accounting Officer and government spokesperson.	execution of his Cabinet and Accounting Officer functions.	enable the CEO to carry out his role as Cabinet Spokesperson and Accounting Officer of GCIS	enable the CEO to carry out his role as Cabinet Spokesperson and Accounting Officer of GCIS	to enable the CEO to carry out his role as Cabinet Spokesperson and Accounting Officer of GCIS
Centralised Services Branch					
Strategic objective of the branch:	• Operate an efficient, effective and compliant Government Communication Organisation. • Provide a strategic leadership in ensuring the Human Resource (HR) strategy of the GCIS is consistent with its three-year targets. • Ensure the project-management discipline forms the basis of the implementation of GCIS' mandate.				
Management.	Strategic leadership.	Monthly reconciled targets. Financial and HR management of Chief Directorate.	Fully accounted financial, supply chain management and administration.	Fully accounted financial, supply chain management and administration.	Fully accounted financial, supply chain management and administration.
		Development programme of staff.	Submission of financial statements as stipulated.	Submission of financial statements as stipulated.	Submission of financial statements as stipulated.
Supply Chain Management	Effective and efficient procurement process.	Process time of 48-hr turnaround time.	80% success rate.	85% success rate.	90% success rate.
Financial	Effective and efficient	Two-months process	98% spend on	99% spend on	99% spend on

			Target/Milestone		
Sub-programme	Output	Measure/Indicator	2010/11	2011/12	2012/13
Management.	financial management.	period on bids.	allocated budget.	allocated budget.	allocated budget.
		30 days payment. Expenditure against allocated budget. Monthly cleared Suspense Account.	Monthly reconciled Suspense Account.	Monthly reconciled Suspense Account.	Monthly reconciled Suspense Account.
Auxiliary Services	Procurement of Office Space for GCIS Head Office.	New GCIS premises.	Bidding process finalised.	Relocation process finalised.	Operating in new premises.
Management.	Strategic leadership.	Monitor the implementation of the business plans.	Weekly meetings.	Weekly meetings.	Weekly meetings.
Human-Resource Management (HRM).	Recruitment Strategy consistent with the needs of GCIS.	Officials with the right skills.	Review Recruitment Strategy.	Database of organisations that provide the professionals required by GCIS.	An automated recruitment process.
			Revised organogram in line with GCIS review.	Reviewed post classifications in Communication category of CORE.	

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
				Projection plan of the GCIS Staff Recruitment Plan.	
	An induction programme for officials on probation.		A revised Probation Policy.	Full implementation of induction programme.	Review of the policy to ensure its consistency.
			An induction programme for officials on probation.		
			A checklist for monitoring officials on probation.		
			Performance Evaluation template for officials on probation.		
	Performance Management System that is aligned to the strategic priorities of GCIS.	An effective performance system that is aligned to the priorities of GCIS.	Induction of officials in drafting performance agreements.	100% staffs have performance agreement in line with strategic priorities.	100% officials with performance agreements aligned to the priorities of the organisation.
Human-Resource Development (HRD).	HRD Strategy.	An organisational skills development plan to be aligned to the HRD Strategy.	Conduct skills audit to identify skills gaps and develop skills development plan.	Implementation of HRD plan based on identified needs.	Completion of the implementation of HRD Plan based on identified needs.

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
			Implemented HRD Plan completed based on identified needs.		Review and implement the HRD Strategy annually.
	Provide an effective Employee Health and Wellness Programme (EHWP), including for employees with disabilities.	Employees of GCIS with good state of health and effectiveness in performing their duties.	Implementation of the EHWP with 90% success rate.	Implementation of the EHWP with 100% success rate.	Implementation and review of the EHWP.
		All employees with disabilities receiving the necessary assistance to enable them to carry out their duties with ease.			
	Provision of guidelines/policy on women's empowerment and gender equality.	Awareness and implementation of guidelines and policy on gender issues in all GCIS practices and approaches by staff and management.	90% of staff having been conscietised on gender mainstreaming.	100% of staff at all levels having been conscietised on gender mainstreaming.	Review of the policies and guidelines and implementation.
Internal Communication.	Implementation of Internal Communication Strategy.	Staff informed about government's PoA.	Implementation of the strategy with 90% success rate in reaching GCIS staff.	Implementation of the strategy with 100% reach of GCIS staff	Review and implementation of the strategy
		GCIS staff fully informed about programmes, projects and policies of the organisation.			

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
		Management of financial and personnel administration.	98% success of development plan for HR staff.	Implementation of Induction Programme.	Induction Programme success rate on new employee.
			90% success of the implementation of the Recruitment Strategy.	% of officials' recruitment in line with the new vision and priorities.	
			100% quality of the performance agreements submitted.	% of officials developed in line with development plan.	
			10% reduction of labour disputes within the organisation.		
			Approved Induction Programme.		
Information Centre.	Provide information to the public and GCIS staff.	Enquiries attended to promptly and all information sources, both electronic and print, updated regularly.	90% of all enquiries responded to or referred successfully.	100% of all the enquiries responded to or referred successfully.	100% of all the enquiries responded to or referred to successfully.
	Provide a quality departmental library service.	Library needs of all staff met and effective loan system in place.	90% success rate in managing the loan system.	100% success rate in managing the loan system.	100% success rate in managing the loan system.

			Target/Milestone		
Sub-programme	**Output**	**Measure/Indicator**	**2010/11**	**2011/12**	**2012/13**
Management.	Strategic leadership.	Monitor the implementation of the business plans as derived from the strategy.	100% spent on its budget.	100% spent on the allocated budget.	100% spent on allocated budget.
Management.	Strategic leadership.	Monitor the implementation of the business plans.	Weekly meetings.	Weekly meetings.	Weekly meetings.
Project Management Office.	Implement a focused project-management discipline and adhere to best practices for internal and government- wide projects and campaigns.	Projects coordinated efficiently and in accordance with the up-to-date *Project Management Procedures Manual.*	Develop, implement and manage project-management systems and processes to link the work of the enterprise.	Develop, implement and manage project-management systems and processes to link the work of the enterprise.	Develop, implement and manage project-management systems and processes to link the work of the enterprise.
		Project-management culture strengthened.			
		Government Communication Programme (GCP) aligned to government's priorities and the State of the Nation (SoNA).			
		Project-management training implemented.			
		Number of units operationalised the business plan by 31 March 2011, using the project-management approach as			

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
		an implementation tool.			
	Ensure implementation of the effective strategic planning in line with relevant legislations.	Three-year Strategy Plan developed.	Develop and implement strategic plans aligned with Corporate Strategy and government priorities.	Develop and implement strategic plans aligned with Corporate Strategy and government priorities.	Develop and implement strategic plans aligned with Corporate Strategy and government priorities.
		Planning and monitoring cycle developed and popularised.			
		Timeous submission and presentation of the Strategic Plan to Parliament.			
	Ensure efficient performance-monitoring processes in line with relevant legislation	Monthly, quarterly and annual performance reports timeously compiled. Annual Report developed, designed and presented to Parliament and distributed.	Monitoring mechanisms implemented to track performance of the organisation and the GCP.	Monitoring mechanisms implemented to track performance of the organisation and the GCP.	Monitoring mechanisms implemented to track performance of the organisation and the GCP.
Management.	Strategic leadership.	Monitor the implementation of the business plans.	Weekly meetings.		
2010 Project-Management Unit.	Meet with government departments to strategise for government communication around the 2010 World Cup.	Meetings with key departments held and integrated communication plans developed and implemented.	Six meetings annually.		

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
	Provide a Secretariat for the 2010 National Communication Partnership (NCP) of public and private-sector communicators.	Better coordination and integration of communication initiatives among key 2010 World Cup stakeholders.	Six meetings annually.		
	Booklet – overview of government programmes for the 2010 World Cup.	Booklet produced in consultation with key national departments.	Update twice a year (before and after the World Cup)		
	2010 FIFA World Cup™ government website.	Accurate, up-to-date information and user-friendly web portal.	One item of content weekly. Regular maintenance and development when necessary.		
	International research into public opinion on South Africa and Africa in the context of the 2010 FIFA World Cup™.	Research done and findings shared with 2010 World Cup stakeholders.	Research conducted twice per year.		
	Provide support for public-relation activities that profile government's 2010 World Cup projects.	Communication support provided for government's state of readiness' media briefings. The Presidency's 2010 outreach programmes, domestic and international mobilisation initiatives, and facilitate support for government participation in FIFA/Organising	Support provided to four government briefings and two outreach events (as confirmed by The Presidency), 100 Days celebration and media tour that precedes the celebration; four international		

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
		Committee (OC) media tours.	marketing events.		
Management.	Strategic leadership.	Monitor the implementation of business plans.	Weekly meetings.	Weekly meetings.	Weekly meetings.
Information Technology (IT) and Management.	IT support services.	Effective and efficient IT systems.	98% network availability.	98% network availability.	98% network availability.
	Systems development.	Effective and efficient in-house systems developed and implemented.	Systems developed according to GCIS' needs and in line with GCIS' System Development Life Cycle (SDLC) methodology.	Systems developed according to GCIS' needs and in line with GCIS' SDLC methodology.	Systems developed according to GCIS' needs and in line with GCIS' SDLC methodology.
	Update information on the GCIS websites.	Access and currency of information on the websites.	Accurate, current, comprehensive and accessible information on the websites.	Accurate, current, comprehensive and accessible information on the websites.	Accurate, current, comprehensive and accessible information on the websites.
Management.	Strategic leadership.	Monitor the implementation of the business plans.	Weekly meetings.	Weekly meetings.	Weekly meetings.
Internal Audit.	Develop and implement an audit plan to review the system of internal control.	Recommendations that mitigate material internal control weaknesses	Quarterly audit progress reports against plan.	Quarterly audit progress reports against plan.	Quarterly audit progress reports against plan.

Programme 2: Policy and Research

Purpose: Policy and Research conducts research to assess how government informs the public and people's communication needs and monitors media coverage of government's programmes from a communication perspective.

Objectives and measures

Effective use of research and analysis to understand the communication needs of the public and the communication landscape on a weekly, monthly and quarterly basis and thereby improve the communication focus, explore new platforms and inform government's communication strategy.

Develop and implement a training programme to address the skills of government communicators.

Sub-programmes and their functions:

- **Policy and Media Analysis** monitors and analyses how the media interprets government policies and programmes. The unit delivers a weekly communication environment report to management, which enables the GCIS management to make communication decisions from an informed basis.
- **Research** enhances government communication through ongoing assessment of the information and communication needs of government and the public.
- **Inclusive Economy Communication** manages communication aimed at popularising economic opportunities created by government.

			Targets/Milestone		
Sub-programme	Output	Measure/Indicator	2010/11	2011/12	2012/13
Strategic objective: Continuously communicate and inform the public on the policies and programmes of government to improve their lives **Sub-objectives:** • Provide strategic leadership in government communication. • Learn and explore communication methods and practices to enhance communication.					
Management.	Strategic leadership and integrate the work of the Sub-programmes; and liaise with other departments and The Presidency.	Business plans implemented, budgets, and HR well-managed according to plan.	Weekly meetings, PDPs and expenditure.	Weekly meetings, PDPs and expenditure.	Weekly meetings, PDPs and expenditure.
Policy and Media Analysis.	Report on and analyse communication coverage on government policies from a communication perspective.	Regular analysis of the communication environment and policies.	Weekly and quarterly communication environment reports.	Weekly and quarterly reports.	Weekly and quarterly reports.
	Media content analysis.	Presentation of relevant trends and analysis of government's media coverage.	Monthly and quarterly reports, quality assured and relevant to cluster work.	Monthly and quarterly reports, quality assured and relevant to cluster work.	Monthly and quarterly reports, quality assured and relevant to cluster work.
	Policy analysis.	Regular presentation of reports on key policies attracting media attention.	Ongoing.	Ongoing.	Ongoing.
	Capacity-building.	Credit-bearing qualification for government. communicators.	Conceptualising and developing the course.	Implementing the qualification.	Ongoing improvement and expansion.

Sub-programme	Output	Measure/Indicator	Targets/Milestone		
			2010/11	2011/12	2012/13
Research	Research and information gathering to enhance effective government communication.	Availability and use of relevant research findings to enhance effective government communication.	Timely, quality-assured research products informed by government priorities and the annual cycle of government.	Timely, quality-assured research products informed by government priorities and the annual cycle of government.	Timely, quality-assured research products informed by government priorities and the annual cycle of government.
	Apply communication research to assess information needs, explore the impact of communication products and services in terms of access and reach and conduct audience needs analysis.	Annual quantitative and qualitative research projects.	Quarterly and ad hoc reports as required.	Quarterly and ad hoc reports as required.	Quarterly and ad hoc reports as required.
	Research initiated or on request to meet specific objectives.	Research report.	Ongoing.	Ongoing.	Ongoing.
	Build a knowledge base of independent studies relevant for government communication.	Obtain/subscribe (to) relevant reports/products.	Ongoing.	Ongoing.	Ongoing.
Inclusive-Economy Communication.	Economic opportunities.	Communication products promoting economic opportunities. Coordinate government communication on major projects such as the Expanded Public Works Programme and Small Enterprise Development Agency programmes.	Consolidate communication products and material for effective use. Run TV series with consolidated material.	Funding ended. Integrate material into other communication products.	No funding.

Programme 3: Government and Media Liaison

Government and Media Liaison promotes integration of communication plans and assesses the implementation of the plans by both departments and clusters; and ensures that the coordinating forums are effective and provide strategic leadership to departments in the development of departmental and provincial communication strategies informed by the National Communication Strategy Framework. It ensures that communication policy guidelines are used to improve government communication.

The programme also aims to ensure that the media is continuously informed of government's programmes and provides comprehensive and coherent media and government liaison services.

Its activities are grouped into the following five Sub-programmes:
- **Management** is responsible for overall leadership, management and planning of the programme's activities.
- **National Liaison** promotes interdepartmental cooperation and integration of communication and assists departments to develop effective communication strategies. It manages the implementation of the respective departments' communication plans and convenes communication forums to encourage integrated planning and coordination of government's communication programmes.
- **International and Media Liaison** is responsible for ongoing media liaison services to government and maintains relations with both domestic and international media. It also coordinates external communication in collaboration with national departments and other stakeholders. The unit has to identify and cultivate relationships with media houses, both domestic and foreign.
- The **News Service** (BuaNews) provides government news and information to community and mainstream media, locally and abroad.
- **Parliamentary Liaison** renders media liaison and communication services to government in the parliamentary precinct and provides government information to Members of Parliament (MPs) and the public through its Information Resource Centre (IRC).

			Target/Milestone		
Sub-programme	Output	Measure/Indicator	2010/11	2011/12	2012/13
Strategic objectives:					
• Continuously communicate and inform the public on the policies and programmes of government to improve their lives. • Provide strategic leadership in government communication. • Strengthen the government-wide communication system for effectiveness and proper alignment.					
Management.	Provides overall leadership to the chief directorate.	Oversee the effectiveness of communication forums and ensure that both domestic and foreign media relations are maintained.	Clusters and Government Communicators' Forum (GCF).	Clusters and GCF.	Clusters and GCF.
National Liaison.	Monitor the communication programmes, plans and messages of the various communication units through cluster processes and individual visits. Ensure that the communication forums are informed by content relevant to the communication priorities of government.	Better content to improve interaction at communication forums and planning of government communication.	Effective GCF, focused communication cluster meetings and communication planning meetings.	Strengthen the communication forums, GCF, monthly communication cluster meetings and communication planning meetings.	Review the use of the forums as a platform for better planning and coordination of government communication.

			Target/Milestone		
Sub-programme	**Output**	**Measure/Indicator**	**2010/11**	**Sub-programme**	**Output**
National Liaison (continued)	Analysis of issues in the environment pertaining to the cluster and departments by working closely with the rapid response and the policy and media content unit.	Effective use of content and its use for the improvement of communication messages.	Analysis of issues in the environment pertaining to the cluster and departments by working closely with the rapid response and the policy and media content unit.	Analysis of issues in the environment pertaining to the cluster and departments by working closely with the rapid response and the policy and media content unit.	Analysis of issues in the environment pertaining to the cluster and departments by working closely with the rapid response and the policy and media content unit
	Better functioning of the communication system and better implementation of communication plans.	Assist in building communication capacity through effective use of the communication and policy guidelines.	Continue to build a working communication system and ensure that communicators have the necessary capacity to do their work.	Continuous induction of communicators to ensure that they understand their role within the system.	Understand the communication system and ensure its optimal functioning.
	Motivate communicators to do well in their communication activities by awarding excellence through various awards.	Improved standards of government communication through incentives such as special training programmes and exposure to private-sector practices.	Recognise excellence and improved implementation of communication strategies and programmes in government communication.	Recognise excellence and improved implementation of communication strategies and programmes in government communication.	Recognise excellence and improved implementation of communication strategies and programmes in government communication.

Sub-programme	Output	Measure/Indicator	Target/Milestone 2010/11	Sub-programme	Output
	Provide support to departments and clusters for the development of communication strategies.	Better development and coordination of communication messages and better implementation of communication plans.	Assist departments by providing input into their communication strategies and plans. Provide special support to departments with poorly functioning communication units.	Ongoing reporting of the cluster communication programme for Directors-general meetings.	Ongoing monitoring and evaluation of communication strategies and plans.
International and Media Liaison	Regular media briefings by ministers and senior officials with both domestic and international media. Regular media networking sessions informed by the programmes of individual departments. Targeted interaction between local media and government.	Inform media coverage of the Government's PoA. Strengthen relationships with the Foreign Correspondents' Association (FCA) and the South African National Editors' Forum through sharing content on government's policies and programmes. Continuously coordinate media activities that support the implementation of strategies.	After SoNA by the President and every reporting cycle to Cabinet.	After SoNA by the President and every reporting cycle to Cabinet.	After SoNA by the President and every reporting cycle to Cabinet.

Sub-programme	Output	Measure/Indicator	Target/Milestone	Sub-programme	Output
			2010/11		
	Partnering DICO, IMC and SA Tourism to ensure developmental of an international and marketing communication strategy	Work with the Department of International Relations and Cooperation (DICO), IMC, South African Tourism and Trade and Investment South Africa (TISA) to implement the international communication strategy. Ensure that all foreign correspondents are informed on regular bases on the plans of government and the country. Work with DICO and use international media coverage through foreign missions to monitor and advise government on mitigation.	Effective use of missions to invite foreign journalists. Briefings to the FCA. Work with missions based in the country to initiate foreign media visits.	Effective use of missions to invite foreign journalists. Briefings to the FCA. Briefings to the FCA. Work with missions based in the country to initiate foreign media visits.	Effective use of missions to invite foreign journalists. Briefings to the FCA. Briefings to the FCA. Work with missions based in the country to initiate foreign media visits.

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	Sub-programme	Output
News Service	Disseminate government and development-related news and information. News articles for community and mainstream media locally and abroad.	Number of clients reached and stories submitted. Increased uptake of BuaNews stories by the media.	1 200 clients in South Africa receiving BuaNews by e-mail . An average of 380 000 hits recorded on the online website www.buanews.gov.za and increased uptake of BuaNews stories by the media.	1 300 clients in South Africa receiving BuaNews by e-mail or fax. An average of 400 000 hits recorded on the online website www.buanews.gov.za and increased uptake of BuaNews stories by the media.	1 400 clients in South Africa receiving BuaNews by e-mail or fax. An average of 420 000 hits recorded on the online website www.buanews.gov.za and increased uptake of BuaNews stories by media.
Parliamentary Liaison	Media briefings at the start of parliamentary sessions. Increased monitoring of parliamentary processes. Provide government information to MPs and the public.	Successful ministerial media briefing weeks at the opening of Parliament. Briefings to inform the media of government's programmes and progress. MPs and public are informed about government's programmes and progress.	February each year. Cluster briefings after every reporting cycle to Cabinet. Regular distribution of relevant government information to MPs and the public.	February each year. Cluster briefings after every reporting cycle to Cabinet. Regular distribution of relevant government information to MPs and the public.	February each year. Cluster briefings after every reporting cycle to Cabinet. Regular distribution of relevant government information to MPs and the public.
Communication Centre	Produce and distribute press cuttings. International electronic media monitoring.	Timely dissemination of products and reports to various clients.	Daily dissemination to government institutions.	Daily dissemination to government institutions.	Daily dissemination to government institutions.

Programme 4: Provincial Coordination and Programme Support

Purpose: Strengthen the system of government communication and implement development communication through sound stakeholder relations and partnerships to ensure that the public is informed about government policies and programmes to improve their lives.

Objectives and measures

- Cascade the national framework for government communication to provincial and local government to strengthen intergovernmental communication alignment.
- Strategic leadership and advice to provincial and local spheres of government to strengthen the system of government communication in line with the Local Government Turnaround Strategy, including monitoring the functioning of the system.
- Address the communication and information needs of communities through ward liaison and the implementation of direct communication interventions using various media.
- Strategic leadership and coordination of government's Public Participation Programme (formerly Izimbizo) across the three spheres of government.

Sub-programmes and their functions

- **Management** is responsible for leadership and management of the programme.
- **Provincial Coordination** is responsible for coordination and support functions to provincial directorates considering the decentralised nature and size of the programme.
- **Provincial Liaison** is responsible for cascading the National Communication Strategy Framework (NCSF) to provincial and local stakeholders and partners, and for the implementation of key campaigns in partnership with these stakeholders, as well as conducting regular local assessments of the communication environment. It is also responsible for strategic facilitation of the establishment of the Thusong Service Centre programme of government in line with government's access strategy.

Sub-programme	Output	Measure/Indicator	2010/11	2011/12	2012/13
Management.	Leadership and management of the programme.	Monitor the implementation of the programme's business plan.	Weekly meetings and reports on implementation plans.	Weekly meetings and reports on implementation plans.	Weekly meetings and reports on implementation plans.
Provincial Coordination.	Coordinated and consolidated communication programmes of provincial offices.	Alignment of provincial output to GCIS programmes and strategies.	Monthly synthesised reports.	Monthly synthesised reports.	Monthly synthesised reports.
	Access to government information through strategic partnerships with national stakeholders.	Increasing engagement with national government and civil-society partners to participate in delivering communication campaigns aligned to government's communication programme, provincially and locally.	Annual communication partnership with at least three key national departments and at least two nationally functioning civil-society structures.	Annual communication partnership with at least five key national departments and at least three nationally functioning civil-society structures.	Annual communication partnership with at least five key national departments and at least four nationally functioning civil-society structures.
Provincial Liaison.	Cascade the NCSF to provinces for alignment with provincial and local strategies, and joint implementation.	Coherent and aligned provincial communication strategies and plans. Local government communication strategy reflects national and provincial priorities.	Regular presentations to provincial and district forums. Monthly implementation and monitoring of communication campaigns at provincial and local levels.	Regular presentations to provincial and district forums. Monthly implementation and monitoring of communication campaigns at provincial and local levels.	Regular presentations to provincial and district forums. Monthly implementation and monitoring of communication campaigns at provincial and local levels.
	Strategic advice and	Monitor the functioning	Quarterly reports	Quarterly reports on	Quarterly reports on

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Sub-programme	Output	Measure/Indicator	2010/11	2011/12	2012/13
	support to premiers' offices for the strengthening of the government communication system, provincially and locally.	of the communication system in provincial and local government according to the government communication guidelines.	on the functioning of the system.	the functioning of the system.	the functioning of the system.
	Strategic support to the implementation of government-wide access to strategy.	Facilitate the establishment of the Thusong Service Centre programme as part of government's access strategy.	Increased number of government information access points. At least 20 Thusong Service Centres per annum.	Increased number of government information access points. At least 20 centres per annum.	Increased number of government information access points. At least 20 centres per annum.
	Support the implementation of public participation programmes and a community feedback strategy to strengthen participatory democracy.	Implement the communication approach for public participation events in line with the Local Government Turnaround Strategy.	Continuous implementation of the Public Participation Feedback Strategy.	Continuous implementation of the Public Participation Feedback Strategy.	Continuous implementation of the Public Participation Feedback Strategy.

Programme 5: Communication Service Agency (CSA)

Purpose: The CSA provides core communication services to GCIS and other government departments, both in-house and through outsourcing.

Objectives and measures

Provide the public with knowledge and information about government by:
– producing 45 000 copies of the *SA Yearbook* (SAYB), 20 000 copies of the *Pocket Guide to*
South Africa and 4 000 copies of the Yearbook CD ROM per year
– implementing a minimum of 130 media bulk-buying briefs a year
– conducting six public relations and marketing campaigns a year.
• Improve and develop content for government communication campaigns by producing radio advertisements or radio dramas, live broadcasts on community radio stations, and video programmes and advertisements; covering events (video and photographs); and responding to graphic design requests.

Sub-programmes and their functions

Marketing manages government's corporate identity (CI); develops strategies for marketing campaigns, events management, public relations campaigns and advertising; manages a government distribution network; and provides a media bulk-buying service.
Product Development develops broadcast strategies and products for government campaigns and projects; produces videos and radio programmes; does graphic design, layout and exhibition design; and provides photographic services for national and provincial departments.
Content Development identifies government's communication needs, determines the public's information needs, develops content for individual and transversal campaigns, provides editorial services and produces the SAYB and *Pocket Guide to South Africa*.

Sub-programme	Output	Measure/Indicator	Targets/Milestone		
			2010/11	2011/12	2012/13
Strategic objectives:					
• Continuously communicate and inform the public on the policies and programmes of government to improve their lives.					
• Provide strategic leadership in government communication.					
• Learn and explore communication methods and practices to enhance communication.					
Management.	Strategic leadership.	Interactions with heads of CSA sections to develop and implement strategies designed to assist in meeting the GCIS' objectives.	Weekly management meetings. Monthly and quarterly reporting.	Weekly management meetings. Monthly and quarterly reporting.	Weekly management meetings. Monthly and quarterly reporting.
Product Development.	Document and develop products in support of government information campaigns.	Develop, design and produce print, video, radio and photographic material in support of GCIS, The Presidency and government departments.	Produce radio adverts for government campaigns and public-service announcements, as requested by government departments and for GCIS campaigns.	Produce radio adverts for government campaigns and public-service announcements, as requested by government departments and for GCIS campaigns.	Produce radio adverts for government campaigns and public-service announcements, as requested by government departments and for GCIS campaigns.
		Produce radio dramas.	Script and produce radio dramas that enhance and simplify government communication to the public as requested by government departments, and for transversal government and GCIS campaigns.	Script and produce radio dramas that enhance and simplify government communication to the public as requested by government departments, and for transversal government and GCIS campaigns.	Script and produce radio dramas that enhance and simplify government communication to the public as requested by government departments, and for transversal government and GCIS campaigns.

			Targets/Milestone		
Sub-programme	**Output**	**Measure/Indicator**	**2010/11**	**2011/12**	**2012/13**
		Conduct live link-ups with community radio stations.	Facilitate live link-ups to 65 community radio stations, as requested by government departments, and for transversal and GCIS campaigns.	Facilitate live link-ups to 65 community radio stations, as requested by government departments, and for transversal and GCIS campaigns.	Facilitate live link-ups to 65 community radio stations, as requested by government departments, and for transversal and GCIS campaigns.
		Radio coverage and broadcast of government's public participation programmes.	Coverage and broadcast of presidential, ministerial and departmental public participation programmes.	Coverage and broadcast of presidential, ministerial and departmental public participation programmes.	Coverage and broadcast of presidential, ministerial and departmental public participation programmes.
		Produce video programmes.	Script and produce video programmes as per request of government departments, and for transversal and GCIS campaigns.	Script and produce video programmes as per request of government departments, and for transversal and GCIS campaigns.	Script and produce video programmes as per request of government departments, and for transversal and GCIS campaigns.
		Video documentation of government events.	Document events as requested by The Presidency and government departments and for transversal and GCIS campaigns.	Document events as requested by The Presidency and government departments and for transversal and GCIS campaigns.	Document events as requested by The Presidency and government departments and for transversal and GCIS campaigns.
		Design print products.	Render a design and layout service as requested by government departments and for	Render a design and layout service as requested by government departments and for	Render a design and layout service as requested by government departments and for transversal and GCIS campaigns.

Sub-programme	Output	Measure/Indicator	Targets/Milestone		
			2010/11	2011/12	2012/13
			transversal and GCIS campaigns.	transversal and GCIS campaigns.	
		Provide assistance with government exhibitions.	Provide assistance with the development of exhibition material as requested by government departments and for transversal and GCIS campaigns.	Provide assistance with the development of exhibition material as requested by government departments and for transversal and GCIS campaigns.	Provide assistance with the development of exhibition material as requested by government departments and for transversal and GCIS campaigns.
		Advice and guidance on the use of government's CI.	Provide advice on request to government departments on the application of government's CI.	Provide advice on request to government departments on the application of government's CI.	Provide advice on request to government departments on the application of government's CI.
		Photographic coverage of government events.	Provide photographic coverage of events as requested by government departments and for transversal and GCIS campaigns.	Provide photographic coverage of events as requested by government departments and for transversal and GCIS campaigns.	Provide photographic coverage of events as requested by government departments and for transversal and GCIS campaigns.
		Supply photographs to GCIS, government and the media.	Supply photographs on request to GCIS, government departments and the media.	Supply photographs on request to GCIS, government departments and the media.	Supply photographs on request to GCIS, government departments and the media.
	Strategic leadership	Convene a government-wide Designers' Forum.	Four meeting sessions of the Designer's Forum annually.	Four meeting sessions of the Designer's Forum annually.	Four meeting sessions of the Designer's Forum annually.

Sub-programme	Output	Measure/Indicator	Targets/Milestone		
			2010/11	2011/12	2012/13
Content Development.	Profile South Africa to the public and the world.	Produce SAYB and side products to brief, within time schedule and on budget.	45 000 soft-cover copies of SAYB printed. 20 000 copies of *Pocket Guide to South Africa* printed. 4 000 CD Roms produced.	45 000 soft-cover copies of SAYB printed. 20 000 copies of *Pocket Guide to South Africa* printed. 4 000 CD Roms produced.	45 000 soft-cover copies of SAYB printed. 20 000 copies of *Pocket Guide to South Africa* printed. 4 000 CD Roms produced.
	Develop information products for government departments and client campaigns.	Develop products for government campaigns implemented by GCIS.	Products developed for GCIS campaigns, including PoA, SoNA, women and youth campaigns such as 16 Days of Activism and Youth Month as well as Public Participation Week. Develop products for departmental campaigns on request.	Products developed for GCIS campaigns, including PoA, SoNA, women and youth campaigns such as 16 Days of Activism and Youth Month and Public Participation Week. Develop products for departmental campaigns on request	Products developed for GCIS campaigns, including PoA, SoNA, women and youth campaigns such as 16 Days of Activism and Youth Month and Public Participation Week. Develop products for departmental campaigns on request
	Update *GCIS Style Guide* annually.	Updated *Style Guide* produced.	*Style Guide* for coherent and consistent language use for government updated and placed on website by November 2010.	*Style Guide* for coherent and consistent language use for government updated and placed on website by November 2011.	*Style Guide* for coherent and consistent language use for government updated and placed on website by November 2012.
	Advise on appropriate content for various GCIS and client	Copy-editing, translation and proofreading of internal/external products.	On request.	On request.	On request.

Sub-programme	Output	Measure/Indicator	Targets/Milestone		
			2010/11	2011/12	2012/13
	campaigns.				
Marketing.	Appointment and management of Ad/PR agencies in line with the procurement guidelines.	Effective management of Ad/PR agencies.	Based on requests from clients.	Based on requests from clients.	Based on requests from clients.
	Appointment and management of a media-buying agency to manage the bulk media-buying activities of government departments.	Effective management of the media-buying agency. Effective implementation of bulk media-buying briefs of government departments.	Manage media-buying requests of government departments for transversal and GCIS campaigns.	Appointment of media bulk-buying agency. Manage media-buying requests of government departments for transversal and GCIS campaigns.	Manage media- buying requests of government departments for transversal and GCIS campaigns.
	Develop insightful media briefs for GCIS projects.	Well-developed GCIS media strategy that adds value to campaigns, including broadcast on SABC African language stations, community radio stations and social media platforms.	Develop and implement marketing strategies for GCIS projects, such as SoNA, PoA, public participation campaigns and projects related to women and children, such as 16 Days of Activism.	Develop and implement marketing strategies for GCIS projects, such as SoNA, PoA, public participation campaigns and projects related to women and children, such as 16 Days of Activism.	Develop and implement marketing strategies for GCIS projects, such as SoNA, PoA, public participation campaigns and projects related to women and children, such as 16 Days of Activism.

			Targets/Milestone		
Sub-programme	Output	Measure/Indicator	2010/11	2011/12	2012/13
	Appoint and manage distribution agencies.	Appoint distribution service- providers to enhance dissemination of government information. Information products displayed and distributed appropriately, in the correct languages relevant to target audiences.	Develop and implement distribution campaigns on request for government departments and for transversal and GCIS campaigns.	Appoint distribution service- providers to enhance dissemination of government information. Develop and implement distribution campaigns on request for government departments and for transversal and GCIS campaigns.	Develop and implement distribution campaigns on request for government departments and for transversal and GCIS campaigns.
	Manage and implement distribution activities.	Reports that indicates quality control through the distribution value chain.	Four site visits per year relevant to distribution campaigns executed.	Four site visits per year relevant to distribution campaigns executed.	Four visits per year relevant to distribution campaigns executed.
	Conduct impact analysis for GCIS' advertising campaigns.	Evaluate GCIS advertising campaigns.	One campaign evaluation per year (SoNA impact analysis).	One campaign evaluation per year (SoNA impact analysis).	One campaign evaluation per year (SoNA impact analysis).
	Monitor equitable advertising expenditure by government and the private sector.	Compiled advertising spend reports per year.	Four per year to cover each quarter.	Four per year to cover each quarter.	Four per year to cover each quarter.
	Manage and monitor application of CI in branding	Government departments adhering to set guidelines, and any	Provide advice, on request, to government departments on the use	Provide advice, on request, to government	Provide advice, on request, to government departments on the use and application of

Sub-programme	Output	Measure/Indicator	Targets/Milestone		
			2010/11	2011/12	2012/13
	activities.	deviations addressed timeously.	and application of government's CI.	departments on the use and application of government's CI.	government's CI.

Programme 6: International Marketing and Media Development

Purpose: Market South Africa internationally and promote local media development and diversity.

Sub-programmes and their functions

The two GCIS public entities – the IMC and the MDDA – have the following primary functions:

- the **IMC** markets South Africa internationally
- the **MDDA** promotes local media development and diversity.

Both entities prepare and table their strategic plans in Parliament separately and are managed by the GCIS as the responsible department through accountability arrangements (frameworks) developed and approved by the executive authority and the public entities' accounting authorities.

Programme 7: Government Publication

Purpose: Create a communication vehicle that provides the public with information on economic and other opportunities and how these can be accessed.

Objectives and measures

Improve unmediated and direct communication by government to the public by:
- maintaining the bimonthly print run of *Vuk'uzenzele* magazine from 1,5 million to 1,6 million
- ensuring the bimonthly update of the electronic version on an ongoing basis
- disseminating the Braille version to organisations for the visually impaired and to visually impaired individuals on an ongoing basis.

			Targets/Milestone		
Sub-programme	Output	Measure/Indicator	2010/11	2011/12	2012/13
Strategic objective: • Continuously communicate and inform the public on the policies and programmes of government to improve their lives. • Learn and explore communication methods and practices to enhance communication.					
Management.	Strategic leadership.	Monitor the implementation of business plans.	Weekly meetings.	Weekly meetings.	Weekly meetings.
Vuk' uzenzele	Printing of the magazine.	Regular publication of target number of the magazine in all official languages.	Every second month with a print run of 1,6 million and two million for the March edition.	Every second month with a print run of 1,6 million and two million for the March edition.	Every second month with a print run of 1,6 million and two million for the March edition.
	Produce Braille and web-version of the magazine.	Regular production of Braille and publication of the web-version.	Every second month, with 427 copies in Braille, distributed in rural and urban centres. Timeous update of the website for each edition published.	Every second month, with 427 copies in Braille, distributed in rural and urban centres. Timeous update of the website for each edition published.	Every second month, with 427 copies in Braille, distributed in rural and urban centres. Timeous update of the website for each edition published.
	Promoting the magazine.	Increased public awareness, demand and readership, assessed through own research, the All Media Products Survey and calls to the Gateway Call	Steady increase in awareness, readership and readership response through quarterly Tracker research, letters from the public and Batho Pele Gateway (1020)	Steady increase in awareness, readership and readership response.	Steady increase in awareness, readership and readership response.

			Targets/Milestone		
Sub-programme	Output	Measure/Indicator	2010/11	2011/12	2012/13
		Centre.	monthly reports.		
	Distributing the magazine.	Extended reach among targeted public, assessed through the Audit Bureau of Circulations.	Every second month.	Every second month.	Every second month.

Programme 8: Communication Resource Centre (CRC)

The CRC formed part of the IMC since the organisation's inception in 2002. Based on a review of the IMC and its operations that was conducted during 2008, it was decided that the CRC be incorporated into the GCIS. This came into effect on 1 April 2009.The CRC is mainly responsible for tracking international media coverage on South Africa through daily monitoring and analysis. This enables the CRC to identify key issues and trends in media coverage.

It co-manages, with the GCIS' Directorate: International and Media Liaison, a daily rapid response discussion on key issues in the local and international media environment to ensure that government is kept abreast of these and is able to intervene where required.

The CRC also produces regular analytical reports that identify key issues and trends per government cluster or other sectors and contributes regularly to communication strategy and communication content development.

Purpose: The **CRC's** main purpose is to monitor and analyse international media coverage on the country as part of the GCIS' leadership in the strategic communication of government.

			Target/Milestone		
Sub-programme	Output	Measure/Indicator	2010/11	2011/12	2012/13
Strategic objectives: • Continuously communicate and inform the public on the policies and programmes of government to improve their lives. • Learn and explore communication methods and practices to enhance communication.					
CRC	Management.	Ensure that the CRC business plan is implemented and that resources are managed effectively.	Weekly meetings.	Weekly meetings.	Weekly meetings.
	Assess and analyse international media coverage on the country to ensure an adequate understanding of the dynamics of the international media and communication environment.	Identify key issues and trends in media coverage to inform proactive and reactive communication and interventions by government. Support interventions by internal and external stakeholders and GCIS business units to ensure coordinated and consistent government communication and management of South Africa's reputation locally and internationally.	Daily (workdays), weekly and ad hoc distribution of reports to stakeholders.	Daily (workdays), weekly and ad hoc distribution of reports to stakeholders	Daily (workdays), weekly and ad hoc distribution of reports to stakeholders

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
	Rapid Response	Prepare, in collaboration with GCIS Head Office, a daily (workdays) rapid response agenda. Participating in a daily (workdays) rapid response teleconference on the issues in communication environment that require proactive or reactive communication from government. Production of the rapid response communication recommendations document, capturing the actions proposed at the daily (workdays) teleconferences. Drafting of proactive and reactive communication proposals and content, based on discussions and recommendations during the daily (workdays) rapid response teleconferences.	Daily (workdays) production and distribution of rapid response agendas and recommendations. Drafting of proactive and reactive communication proposals and content as required.	Daily (workdays) production and distribution of rapid response agendas and recommendations. Drafting of proactive and reactive communication proposals and content as required.	Daily (workdays) production and distribution of rapid response agendas and recommendations. Drafting of proactive and reactive communication proposals and content as required.

Sub-programme	Output	Measure/Indicator	Target/Milestone		
			2010/11	2011/12	2012/13
	Support the GCIS and government projects and business units.	Participate in GCIS project teams. Participate in the GCIS Content Hub. Draft content for publication. Draft key messaging. Participate in government clusters and communication campaigns.	Regular and ad-hoc participation and drafting of content.	Regular and ad-hoc participation and drafting of content.	Regular and ad-hoc participation and drafting of content.

3. ANNEXURE I: DEPARTMENTAL RECEIPTS AND EXPENDITURE TRENDS AND ESTIMATES

3.1 Departmental receipts

Departmental receipts are derived mainly from the sale of publications, photos and videos, interest on outstanding debt and the sale of advertising space in the *Vuk'uzenzele* magazine. It is estimated that departmental revenue will be R3 million annually over the Medium Term Expenditure Framework (MTEF) period.

R thousand	Medium-term receipts estimate		
	2010/11	2011/12	2012/13
Departmental receipts	**2 954**	**2 979**	**2 999**
Sales of goods and services produced by department	2 470	2 470	2 470
Interest, dividends and rent on land	211	222	232
Financial transactions in assets and liabilities	273	287	297
Total	**2 954**	**2 979**	**2 999**

3.2 Expenditure estimates and trends by vote and programme

Expenditure estimates – By vote

Programme	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
1. Administration	135 697	128 870	136 236
2. Policy and Research	19 317	18 040	16 909
3. Government and Media Liaison	30 539	32 637	35 218
4. Provincial Coordination and Programme Support	59 481	65 745	69 140
5. Communication Service Agency	73 322	58 954	63 141
6. International Marketing and Media Development	187 378	159 204	148 779
7. Government Publication	34 334	37 456	39 379

Programme	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
8. Communication Resource Centre (CRC)	6 116	6 194	6 561
Total	**546 184**	**507 100**	**515 363**
Change to 2009 Budget estimate	13 086	2 264	1 424

Economic classification	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
Current payments	**355 451**	**345 367**	**363 440**
Compensation of employees	147 034	157 496	166 293
Goods and services	208 417	187 871	197 147
of which:			
Advertising	*30 705*	*12 344*	*13 818*
Consultants and professional services:			
Business and advisory services	*21 033*	*21 244*	*21 315*
Lease payments	*20 702*	*37 146*	*39 283*
Operating expenditure	*43 552*	*41 430*	*43 917*
Transfers and subsidies	**187 378**	**159 204**	**148 779**
Departmental agencies and accounts	187 378	159 204	148 779
Payments for capital assets	**3 355**	**2 529**	**3 144**
Machinery and equipment	3 355	2 529	3 144
Total	**546 184**	**507 100**	**515 363**

Expenditure trends

Between 2006/07 and 2009/10, expenditure increased from R293,1 million to R496,8 million, at an average annual rate of 19,2%. This was due mainly to funds devolved from the Department of Public Works for office accommodation, departmental activities in preparation for the 2010 FIFA World Cup[TM,] government's initiatives in the Second Economy (now Inclusive Economy), additional capacity at provincial offices and the increase in transfer to the International Marketing Council (IMC) for the 2010 World Cup.

A significant part of the department's expenditure is made up of transfer payments to the IMC and the Media Development and Diversity Agency (MDDA). The transfers constitute on average 34% of total expenditure between 2006/07 and 2009/10.

Over the MTEF period, the expenditure is expected to increase marginally to R515,4 million at an average annual rate of 1,2% mainly due to an increase in communication programmes. A further R20 million is allocated over the MTEF period for communication programmes on the news and business channel, Channel Africa.

The department's establishment increased steadily between 2006/07 and 2009/10. Over the MTEF period, the personnel will also remain stable –, between 400 to 520 posts. The Communication Resource Centre (CRC), which was part of the IMC was incorporated into the GCIS with effect from 1 April 2009, increasing the establishment with additional nine officials. The department will receive R4,5 million in 2010/11, R5,3 million in 2011/12 and R5,7 million in 2012/13 as additional funds to cover salary adjustments. The department did not receive any funds to cover additional personnel when a submission was made during the MTEF process. The department will continue with the current establishment and continue to provide the South Africa public with information. The department, even though it has revised its priorities for the next three, years will work within the available establishment to ensure that service delivery is not hampered.

Expenditure estimates – By programme

Programme 1: Administration

Purpose: Provide for the overall management of the department.

Expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousand	**2010/11**	**2011/12**	**2012/13**
1. Management	8 530	9 743	10 452
2. Corporate Services	107 254	83 025	89 214
3. Office Accommodation	19 913	36 102	36 570
Total	**135 697**	**128 870**	**136 236**
Change to 2009 Budget estimate	(3 665)	5 517	22 604

Economic classification	Medium-term expenditure estimate		
R thousand	**2010/11**	**2011/12**	**2012/13**
Current payments	**134 473**	**127 935**	**134 751**
Compensation of employees	52 149	53 255	57 304
Goods and services	82 324	74 680	77 447
of which:			
Advertising	*1 696*	*616*	*651*
Consultants and professional services:			
Business and advisory services	*363*	*346*	*366*
Lease payments	*19 448*	*35 786*	*37 825*
Operating expenditure	*2 841*	*1 814*	*1 917*
Payments for capital assets	**1 224**	**935**	**1 485**
Machinery and equipment	1 224	935	1 485
Total	**135 697**	**128 870**	**136 236**

Expenditure trends

Total expenditure for this programme increased from R70,9 million in 2006/07 to R114,4 million in 2009/10 at an average annual rate of 17,3%, mainly due to rentals of Thusong service centres.

Over the medium term, expenditure is estimated to increase to R136,2 million at an annual average rate of 6% due to the higher than expected salary increases. Expenditure on the Office Accommodation Sub-programme is expected to increase in 2011/12 due to once-off expenditure for the new head office start-up.

Programme 2: Policy and Research

Purpose: Conduct communication research as well as monitoring and analysis of media coverage of government policies and programmes to contribute towards more effective government communication.

Expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousand	**2010/11**	**2011/12**	**2012/13**
1. Management	1 908	2 199	2 686
2. Policy	9 341	5 956	5 048
3. Research	8 068	9 885	9 175
Total	**19 317**	**18 040**	**16 909**
Change to 2009 Budget estimate	(667)	(3 279)	(5 476)

Economic classification	Medium-term expenditure estimate		
R thousand	**2010/11**	**2011/12**	**2012/13**
Current payments	**19 297**	**18 040**	**16 909**
Compensation of employees	8 094	9 941	9 396
Goods and services	11 203	8 099	7 513
of which:			

Economic classification	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
Operating expenditure	*3 986*	*818*	*1 134*
Total	**19 297**	**18 040**	**16 909**

Expenditure trends

Expenditure increased substantially from R12,1 million in 2006/07 to R19 million in 2009/10, at an average annual rate of 16,3%, mainly due to second-economy initiatives.

Expenditure is expected to decrease to R16,9 million at an average annual rate of 3,9% over the MTEF period due to discontinuation of second-economy initiatives.

Programme 3: Government and Media Liaison

Purpose: Coordinate effective, integrated and comprehensive communication and media liaison services across government.

Expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
1. Management	7 030	7 165	8 025
2. National Liaison	9 970	10 758	11 413
3. International and Media Liaison	5 835	6 464	6 869
4. News Services	5 744	6 056	6 504
5. Parliamentary Liaison	1 960	2 194	2 407
Total	**30 539**	**32 637**	**35 218**
Change to 2009 Budget estimate	4 975	5 503	6 727

Economic classification	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
Current payments	**30 225**	**32 637**	**34 737**
Compensation of employees	22 000	23 003	24 269
Goods and services	6 318	7 078	7 771
of which:			
Advertising	*264*	*353*	*373*
Consultants and professional services:			
Business and advisory services	*-*	*184*	*194*
Payments for capital assets	**314**	**-**	**481**
Machinery and equipment	314	-	481
Total	**30 539**	**32 637**	**35 218**

Expenditure trends

Total expenditure on this programme increased significantly at an average annual rate of 19,6%, from R16,6 million in 2006/07 to R28,3 million in 2009/10. This was mainly due to inflation-related increases. Expenditure is expected to increase over the MTEF period to R35,2 million at an average annual rate of 7,5% due to an inflation adjustment, South African Press Association (Sapa) prescription costs, the Public Participation Programme, media briefings on government action and BuaNews. Spending over the MTEF period will focus on Sapa subscription costs, communicators' forums, media briefings, BuaNews and hosting the annual Government Communicators' Awards event.

Programme 4: Provincial Coordination and Programme Support

Purpose: Promote development communication, strengthen and support the government communication and information system in all spheres of government together with communication units in the offices of premiers, metropolitans and district municipalities and create awareness and promote Thusong service centres as points of access to services and information.

Expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousand	**2010/11**	**2011/12**	**2012/13**
1. Management	1 291	1 697	1 676
2. Provincial Coordination	8 988	9 630	10 053
3. Provincial Liaison	49 202	54 418	57 411
Total	**59 481**	**65 745**	**69 140**
Change to 2009 Budget estimate	(2 728)	(347)	(257)

Economic classification	Medium-term expenditure estimate		
R thousand	**2010/11**	**2011/12**	**2012/13**
Current payments	**58 946**	**65 114**	**68 983**
Compensation of employees	39 078	42 726	45 181
Goods and services	19 868	22 388	23 802
of which:			
Advertising	*6 161*	*6 380*	*6 863*
Consultants and professional services:			
Business and advisory services	*10*	*12*	*13*
Lease payments	*270*	*315*	*333*
Operating expenditure	*609*	*711*	*752*
Payments for capital assets	**535**	**631**	**157**
Machinery and equipment	535	631	157
Total	**59 481**	**65 745**	**69 140**

Expenditure trends

Expenditure increased at an average rate of 14,4% from R38,8 million in 2006/07 to R58,1 million in 2009/10, mainly due to operational costs such as travel and subsistence and inventory at provincial offices. Expenditure is estimated to increase over the medium term to R69,1 million at an average annual rate of 5,9%. The increase is to cater for the higher than expected salary adjustments. The focus over the MTEF period will be on public communication interventions, including travelling to outlying districts.

Programme 5: Communication Service Agency

Purpose: Provide core communication services to GCIS and other government departments, both in-house and through outsourcing.

Expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
1. Management	2 939	3 300	3 507
2. Marketing	49 677	29 340	30 969
3. Product Development	9 042	13 254	14 159
4. Content Development	11 664	13 060	14 506
Total	**73 322**	**58 954**	**63 141**
Change to 2009 Budget estimate	18 094	(2 590)	(1 480)

Economic classification	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
Current payments	**72 450**	**58 011**	**62 120**
Compensation of employees	15 888	17 462	18 423
Goods and services	56 562	40 549	43 697
of which:			
Advertising	*22 483*	*4 883*	*5 813*

Economic classification	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
Consultants and professional services:			
Business and advisory services	*20 150*	*20 135*	*20 143*
Lease payments	*85*	*76*	*80*
Operating expenditure	*7 033*	*6 327*	*6 689*
Payments for capital assets	**872**	**943**	**1 021**
Machinery and equipment	872	943	1 021
Total	**73 322**	**58 954**	**63 141**

Expenditure trends

Expenditure increased from R32,7 million in 2006/07 to R60,7 million in 2009/10 at an average annual rate of 23%. This is mainly due to the increased dissemination of information on government's Programme of Action and on the Energy Efficiency Campaign.

Programme 6: International Marketing and Media Development

Purpose: Market South Africa internationally. Promote local media development and diversity.

The *IMC* markets South Africa internationally.
- The *MDDA* promotes local media development and diversity.

Expenditure estimates

Sub-programme			
	Medium-term expenditure estimate		
R thousand	**2010/11**	**2011/12**	**2012/13**
International Marketing Council (IMC)	170 113	140 089	148 779
Media Development and Diversity Agency (MDDA)	17 265	19 115	-
Total	**187 378**	**159 204**	**148 779**
Change to 2009 Budget estimate	(8 227)	(8 242)	(26 789)
Economic classification			
Transfers and subsidies	**187 378**	**159 204**	**148 779**
Departmental agencies and accounts	187 378	159 204	148 779
Total	**187 378**	**159 204**	**148 779**
Details of major transfers and subsidies			
Departmental agencies and accounts			
Departmental agencies (non-business entities)			
Current	**187 378**	**159 204**	**148 779**
IMC	170 113	140 089	148 779
MDDA	17 265	19 115	-

Expenditure trends

The IMC receives its funding mainly from the department. Funding increased from R83,4 million in 2006/07 to R161,4 million in 2009/10, at an average annual rate of 24,6%. This was mainly due to accommodate 2010 FIFA World Cup^{TM} marketing activities. Over the medium term, expenditure is expected to increase from R161,4 million in 2009/10 to R148,8 million in 2012/13 at an average annual rate of 2,7% due to completion of 2010 World Cup marketing activities in 2010/11. The spending focus over the MTEF period will be on promoting local media development and marketing activities.

The MDDA promotes local media development and diversity. The agency is funded through a transfer at the beginning of each financial year. The funds are used to support the agency's mandate of ensuring that disadvantaged communities and individuals gain access to the media.

The allocation to the Media and Development Sub-programme increased from R9,6 million in 2006/07 to R16,6 million in 2009/10, at an average annual rate of 19,9%. This is due to new posts and higher overall administrative costs.

Programme 7: Government Publication

Purpose: Produce a magazine that provides citizens with information on economic and other opportunities created by government and how these can be accessed.

Expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
Vuk'uzenzele Magazine	34 334	37 456	39 379
Total	**34 334**	**37 456**	**39 379**
Change to 2009 Budget estimate	(812)	(492)	(466)

Economic classification	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
Current payments	**34 314**	**37 436**	**39 379**
Compensation of employees	4 063	4 386	4 627
Goods and services	30 251	33 050	34 752
of which:			
Advertising	*100*	*111*	*117*
Consultants and professional services:			
Business and advisory services	*510*	*567*	*599*
Operating expenditure	*28 886*	*31 532*	*33 184*
Payments for capital assets	**-**	**-**	**-**
Machinery and equipment	-	-	-
Software and other intangible assets	-	-	-
Total	**34 334**	**37 456**	**39 379**

Expenditure trends

Total expenditure for this programme is projected to grow from R29 million to R39,4 million over the seven-year MTEF period, at an average annual rate of 5,2%. A significant part of this increase is due to inflation-related salary adjustments.

Programme 8: Communication Resource Centre

Purpose: Monitor and analyse international media coverage of the country as part of the GCIS' leadership in the strategic communication of government.

Expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
Communication Resource Centre	6 116	6 194	6 561
Total	**6 116**	**6 194**	**6 561**
Change to 2009 Budget estimate	6 116	6 194	6 561

Economic classification	Medium-term expenditure estimate		
R thousand	2010/11	2011/12	2012/13
Current payments	**5 746**	**6 194**	**6 561**
Compensation of employees	3 855	4 167	4 396
Goods and services	1 891	2 027	2 165
of which:			
Lease payments	*726*	*778*	*843*
Payments for capital assets	**370**	**-**	**-**
Machinery and equipment	370	-	-
Total	**6 116**	**6 194**	**6 561**

Expenditure trends

The CRC programme was incorporated into the department in April 2009. Expenditure over the medium term is expected to increase marginally over the MTEF period to reach R6,6 million. The increase is due to inflation-related salary adjustments. Over the medium term, the spending focus will be on capacity development and the higher than anticipated salary adjustments.

4.   ANNEXURE II: SERVICE-DELIVERY IMPROVEMENT PLAN (SDIP)

4.1 GCIS: SDIP

Period: April 2010 to March 2011

Preamble:

GCIS' primary role is to provide assistance to other government departments by facilitating effective government communication through:
* largely developing, and in certain instances, implementing government communication strategies for campaigns and projects as well as producing and disseminating information products
* coordinating government-wide media bulk-buying
* conducting research and providing research advisory services
* media monitoring and analysis
* coordinating government's communication coordinating structures to ensure coherence and integrated communication by government with the public.

All of the above, from an SDIP point of view, are seen as largely internal rather than directly benefiting the public at large – hence are not included under key services below.

Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
1. Distribution/ dissemination of information products, government news	Media and the public.	**Quantity.**	Over 10 million government information products distributed.	**Quantity.**	Over 10 million government information products distributed.
		Quality.	The products distributed,	**Quality.**	Distribution strategies

Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
and messages. • *Vuk'uzenzele magazine* • *SA Yearbook* and *Pocket Guide to South Africa* • *Programme of Action (PoA)* • *BuaNews* • *Bua Online* • *SA Government Directories and Faces of Government* • *Imbizo Junction* • *16 Days information leaflets.*			addressing the information needs of the public.		regularly reviewed and implemented to ensure widest reach, largely informed by the GCIS' target audience's needs and analysis.
		Consultation.	Research and customer feedback undertaken to enhance quality of the information products.	**Consultation.**	Research and customer feedback conducted on an ongoing basis to enhance quality of the information products. Received feedback through the Gateway Call Centre, GCIS Information Centre, Letters to the Editor, e-mails and telephone.
		Access.	Distribution to communities done via knock-and-drops and access points such as post offices, Thusong service centres, provincial and national information resource centres (IRCs), etc.	**Access.**	Ensured wider reach by increasing access points such as knock-and-drops and post offices, Thusong service centres, provincial and national IRCs, hospitals, schools, libraries, etc. with a bias towards rural and remote areas.
		Courtesy.	Services to our	**Courtesy.**	Services to our

Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
			clients/customers provided in accordance with the Public Service *Batho Pele* principles. Answering/commenting on queries posted on the web portals within 48 hours.		clients/customers provided in accordance with the Public Service *Batho Pele* principles. Answering/commenting on queries posted on the web portals within 48 hours.
		Information.	Provided accurate and relevant information to empower people to improve their lives.	**Information.**	The information provided should always be up to date, accurate and relevant to empower people to improve their lives.
		Redress.	Information products targeting previously marginalised languages and certain income-classification groups. Ensuring that platforms such as the 1020 (government) call centre and the GCIS information centres enable the public to lodge complaints and for GCIS to resolve them.	**Redress.**	Information products targeting previously marginalised languages and certain income-classification groups. Ensuring that platforms such as the 1020 (government) call centre and the GCIS information centres exist for the public to lodge complaints and for GCIS to resolve them.
		Value for	Products distributed	**Value for**	Clients impact

Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
		money.	adding value to the lives of the public.	**money.**	assessment done to ascertain level of satisfaction regarding products and services.
2. Create platforms for the public to interact with government and to access government information and services through: • public participation eventsThusong service centres • webportals • 1020 Call Centre • IRCs.	The public.	**Quantity.**	As per the Public Participation Programme annual calendar. 20 Thusong service centres established per year. At least 95% webportal availability with up-to-date information. 11 provincial IRCs with up-to-date information products – electronic and hard copies.	**Quantity.**	As per the Public Participation Programme annual calendar 20 Thusong service centres established per year. At least 95% webportal availability with up-to-date information maintained. 11 provincial IRCs with up-to-date information products – electronic and hard copies.
		Quality.	Public participation events done in accordance with the concept document. Thusong service centres established according to the approved Second-Generation Business Plan. Web portals and information content	**Quality.**	Public participation events done in accordance with the concept document. Thusong service centres established according to the approved Second-Generation Business Plan. Web portals and information content

Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
			according to agreed specifications IRCs meeting the required specifications.		according to agreed specifications. IRCs increasing wider access through the use of technology.
		Consultation.	Stakeholders meetings and consultation occurring before implementation and approval sought.	**Consultation.**	Stakeholders meetings and consultations taking place for various products and services provided to clients. Continued involvement of communities and local stakeholders in the programme.
		Access.	Public participation events organised and Thusong service centres established in areas close to mainly previously marginalised people.	**Access.**	Public participation events organised and Thusong service centres established in areas close to mainly previously marginalised people. Every Thusong Service Centre having an IRC to provide access to government information products.
		Courtesy.	Promotional material distributed to the public	**Courtesy.**	Attended to the needs of communities within a

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Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
			about where to access GCIS information products.		reasonable period of time.
		Open and transparent.	Ensured that information products are accessible to the communities.	**Open and transparent.**	Ensured that information products are accessible to the communities.
		Information.	Information products, communication campaigns and services offered at Thusong service centres and IRCs to provide communities with access to government information.	**Information.**	Continued information dissemination and distribution of products. Continued with the running of information campaigns and workshops at the centres.
		Redress.	The redress programme in place to ensure that services are brought to areas where these were not offered historically.	**Redress.**	Ensure continued provision of information feedback channels and services closer to where people live, particularly the previously marginalised areas.
		Value for money.	Thusong service centres built near where people live to avoid communities having to travel over long distances to access	**Value for money.**	Ensured continued provision of information and services closer to where people live. Annual evaluation done of the effectiveness of

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Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
			information and services.		various platforms to establish whether they have met the needs of clients. Ensured at least 99% availability of the website and that it is also the central point where all government information can be accessed.
3. Coordinate media briefings, including government's PoA, post-Cabinet and media briefings by principals.		**Quantity.**	Arrange four quarterly briefings with ministers.	**Quantity.**	Arrange four quarterly media briefings with ministers.
		Quality.	Media briefings meeting the pre-determined objectives of informing the public about government's programmes and implementation.	**Quality.**	Media briefings meeting the pre-determined objectives of informing public about government's programmes and implementation.
	Media.	**Information.**	Informing media about government's programmes and keeping them updated on the work of government.	**Information.**	Expanding PoA media briefings to include the director-general (DG) clusters and individual briefings by DGs.
		Access.	Ministers being	**Access.**	Ministers and DGs being

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Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
			accessible to the media. CEO accessible to the media through briefings and informal gatherings.		more accessible. CEO being more accessible to the media through briefings and informal gatherings.
		Courtesy.	Keeping media informed about government's PoA. Keeping media informed about briefings, including times and venues through cellphone technology.	**Courtesy.**	Keeping media informed about government's PoA. Keeping media informed about briefings, including times and venues through cellphone technology.
		Open and transparent.	Allow media to engage government on its work and thereby inform the public. Where possible arrange radio talk shows. Planned South African National Editors' Forum meetings with Cabinet and the Foreign Correspondents' Association.	**Open and transparent.**	Allow media to engage government on its work and thereby inform the public. Where possible arrange radio talk shows.
		Redress.	Ensure updated media lists are easily available. Ensure translation of the briefings into previously marginalised languages	**Redress.**	Regular update of media lists to ensure media is better informed.

Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
			to ensure broader access.		
		Consultation.	Have quarterly information sessions with the media to constantly improve media liaison and biannual workshops to provide a forum to exchange views.	**Consultation.**	Have quarterly information sessions with the media to constantly improve media liaison and biannual workshops to provide a forum to exchange views.
		Courtesy.	Service delivery in accordance with the Batho Pele principles. Respond to telephone, e-mail and mail enquiries timeously. Provide follow-up and keep clients informed of progress.	**Courtesy.**	Service delivery in accordance with the Batho Pele principles. Respond to telephone, e-mail and mail enquiries within 48 hours. Provide follow-up and keep clients informed of progress.
		Open and transparent.	Most government publications and documents being made available at the IRC.	**Open and transparency.**	Most government publications and documents being made available at the IRC. Closer liaison with other departments to ensure publications is forwarded to the IRC.
		Information	Media statements about	**Information**	Media statements about

Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
			government's PoA and other media products being made available. Briefing documents on the websites. Use of African language stations, profiling second-economy programmes for marginalised people to be part of inclusive economies. Production of the economic opportunities magazines disseminated through workshops in provinces where there is most need.		government's PoA and other communication products being made available. Embark on communication promoting inclusive economies for the marginalised poor.
		Redress.	Keeping record of information products	**Redress.**	Keeping record of information products

Key service	Service beneficiary	Current standard		Desired standard	
		Batho Pele principle	**Standard**	**Batho Pele principle**	**Standard**
			requests received and distributed as well as enquiries handled by the office. Statistics used to improve services.		requests received and distributed as well as enquiries handled by the office. Statistics used to improve services.
		Value for money.	IRCs serving as one-stop information centres for government information. Internet access also provided to clients.	**Value for money.**	IRCs serving as one-stop information centres for government information. Internet access also provided to clients.

5. ANNEXURE III: INFORMATION MANAGEMENT AND TECHNOLOGY PLANS

	Medium-term expenditure estimate		
	2010/11	2011/12	2012/13
Total		17 190 000	16 561 000

Most of the budget will be used to continue providing Wide Area Network (WAN) services, access to transversal systems and Web infrastructure and hosting services through the State Information and Technology Agency (Sita). Roll-out of third-generation (3G) mobile connectivity into the GCIS Virtual Private Network (VPN) will continue, allowing access to mobile users and remote users in the rural areas. The WAN equipment will be upgraded in the medium term to refresh the technology as it reaches its end-of-life cycle.

Continuous implementation of security measures in line with industry trends and developments will be done. End-of-life cycle refreshments will be undertaken for file, data and application servers where necessary. Enhancements to the disaster recovery plan for IT continuity will be made and reviews will continue to assess changing needs.

In-house systems development will continue to cater for the needs of the sections in GCIS and implement the recommendations of the GCIS Information Systems Review. An initiative will be started to document all the processes in GCIS.

The Enterprise Content Management System will be further enhanced to automate the requisition process and extend the use of the system for electronic records management.

The GCIS Web infrastructure, which hosts the Government Information and GCIS websites, will be maintained and end-of-life cycle replacements will be done for hardware and software. The consolidation of the GCIS web infrastructure with that of the Government Services Website at Sita will be investigated and security measures will continuously be attended to. The Services Website and Content Management system (CMS) will be migrated to an open-source platform.

Implementation of new and improvement of current CMSs for the websites maintained by GCIS will be done. The Government Online and GCIS websites will be reviewed and improved. Attention will be given to comprehensiveness of content, content architecture and navigation, and page layout enhancements, while Web-based social media will be implemented where relevant. Support and advice on web content issues will be provided to other GCIS units and government departments.