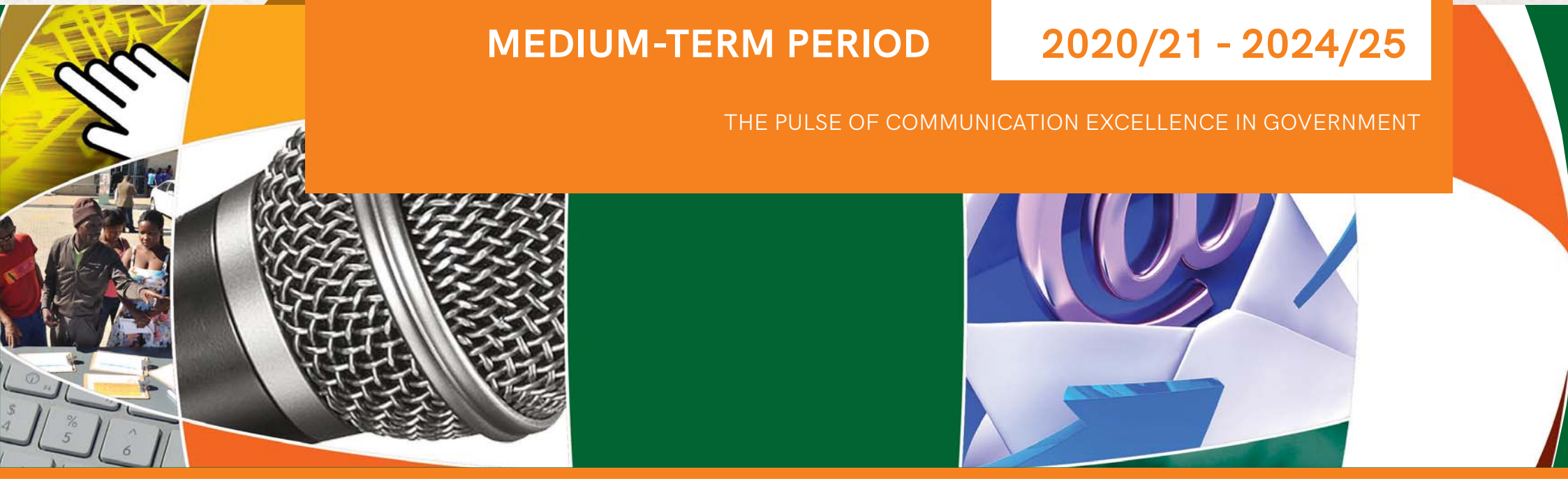
Government Communication and Information System

STRATEGIC PLAN

MEDIUM-TERM PERIOD 2020/21 - 2024/25

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT



government communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

2030 NDP

Government Communication and Information System

STRATEGIC PLAN

MEDIUM-TERM PERIOD 2020/21 - 2024/25

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

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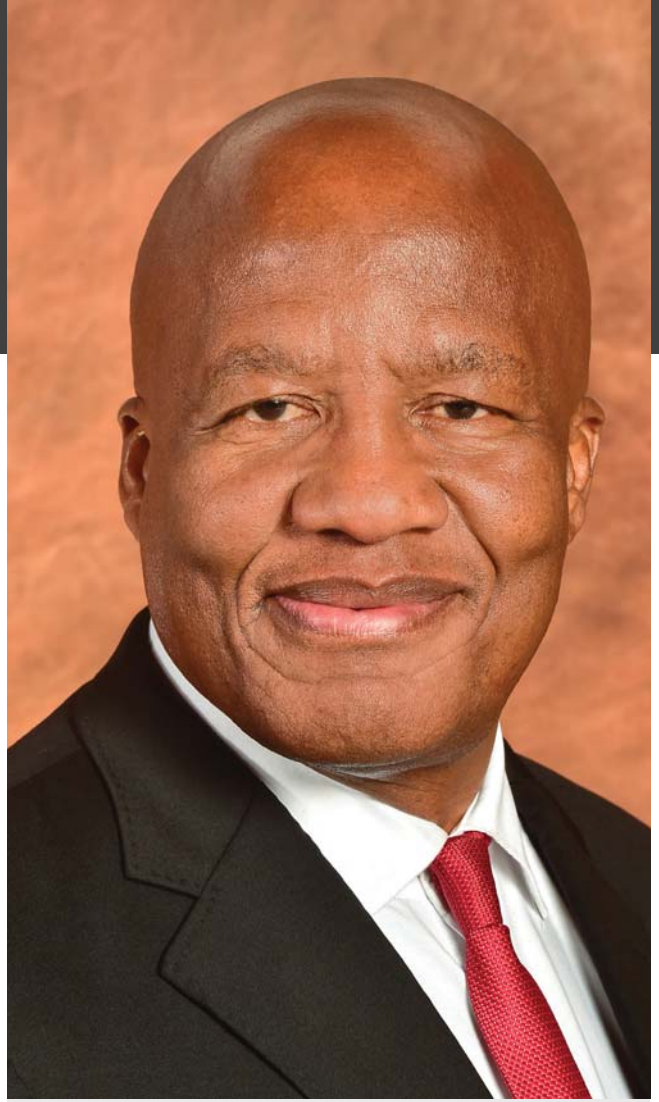


Mr Jackson Mthembu, MP
Minister in The Presidency

FOREWORD BY THE MINISTER IN THE PRESIDENCY

Since President Cyril Ramaphosa assumed office in June 2018, he has reignited our national hope for a better tomorrow. However, hope is a fragile thing, which must be continually rekindled if it is to take hold.

I can say with conviction that the building blocks of our New Dawn are in place and that changes are occurring everywhere throughout the system. Yet despite this there remains a general feeling of unease in our nation.

We dare not allow this feeling to take hold; therefore we must move swiftly to support the narrative of hope and change. We have all the tools at our disposal to do so in the shape of the National Development Plan (NDP) and the Medium Term Strategic Framework (MTSF).

In the NDP we have a vision of a better tomorrow while the MTSF clearly outlines our priority areas. Both of these offer the country a clear blueprint for change.

The next five years will be pivotal for our nation and her people. In these five years, we must ensure that we turn the promise of a better tomorrow for all into a reality. It will take hard work, commitment and sacrifice by everyone if we are to get there. I am also convinced that the GCIS will play a critical role in this regard.

The role of communication and an integrated communication system will be key; and the GCIS is the vehicle we will turn to. Section 195(g) of the Constitution of the Republic of South Africa of 1996 forms the basis of the formation of the GCIS, where it stipulates that in order to foster transparency, the public should be provided with information that is timely, accurate and importantly, accessible.

Over the next five years the work of the GCIS will be closely guided by the MTSF 2019-2024 and the seven priorities that emanate from it. These include:

Priority 1: Capable, ethical and developmental State.

Priority 2: Economic transformation and job creation.

Priority 3: Education, skills and health.

Priority 4: Consolidating the social wage through reliable and quality basic services.

Priority 5: Spatial integration, human settlements and local government.

Priority 6: Social cohesion and safe communities.

Priority 7: A better Africa and world.

These priorities are our roadmap and work to strengthen them begins now. In the coming period the GCIS will work to harness the various communication

structures across the government communication system to expand communication to more South Africans. A greater focus will be placed on enhanced coordination across government departments, along with strengthening coordination in local, provincial and national spheres.

We will need the combined resources of all spheres of government if we are to speak to people across the length and breadth of our nation. Now more than ever, the message of hope and renewal must cascade down to people in communities and in their homes.

The message of hope and that a better tomorrow is possible has to be forcefully driven by all of us. In the seven priorities, government has identified crucial building blocks, and the support of the GCIS in building these will be instrumental.

Whatever work the GCIS does over the next five years will be guided by these priorities. The strategies, products, campaigns, planning and stakeholder engagements will all dovetail with the priorities of government. I am pleased to note that priorities of the GCIS Strategic Plan match those of the MTSF and I am confident that the leadership will do all they can to support the implementation of the MTSF.

In the existing GCIS suite of products and platforms there are many excellent interventions which ensure that communities are informed about the work of government. Nonetheless, there always remains room for new thinking or new innovations.

The advent of the Fourth Industrial Revolution (4IR) represents an amazing opportunity for our nation. I know that the GCIS has embraced the move towards 4IR and is aligning to new technology developments to deliver government's messages to citizens in a creative and interactive manner.

But 4IR cannot only exist for a select few. We need to take the nation along with us as we embark on this journey; 4IR cannot create a new divide between the haves and have-nots. For it to truly work it must aid us in taking government to the people or in delivering services.

Speaking to people where they stay has always been a priority of this government and in community media we have a ready-made vehicle to fulfil that purpose. The GCIS has been working hard to increase its ad spend on community media.

Strongly rooted in the community and linked to community organisations, the sector is integral to making our democracy work and should be seen as a key cog in the transformation we seek on the ground.

Community media hones in on relevant and timely local issues that often have a direct bearing on service delivery. I believe that community media could easily be used as a conduit for continuous dialogue on a range of pressing issues such as safety, health, education, employment and rural development. They can help us to take the story of our New Dawn to the people. They can become the conduits of the successes and challenges we are grappling with in the MTSF.

Similarly, we will strive to increase the reach of *Vuk'uzenzele*, the fortnightly government-owned newspaper, which already has a print run of 1.7 million copies a month, of which 1 200 copies of the publication are printed in Braille. *Vuk'uzenzele* is distributed for free, mainly in areas with less access to the mainstream media.

The newspaper continues to play a meaningful role in taking government to the people in all the official languages. We have used *Vuk'uzenzele* as one of the vehicles to impart useful information on government programmes, services and adverts on jobs to great effect.

Just as importantly, one cannot overstate the importance or value of unmediated, face-to-face communication where government officials interact directly with the public. In the coming period we will also continue to take information directly to the doorsteps of our communities through development communication programmes, outreach campaigns and activations.

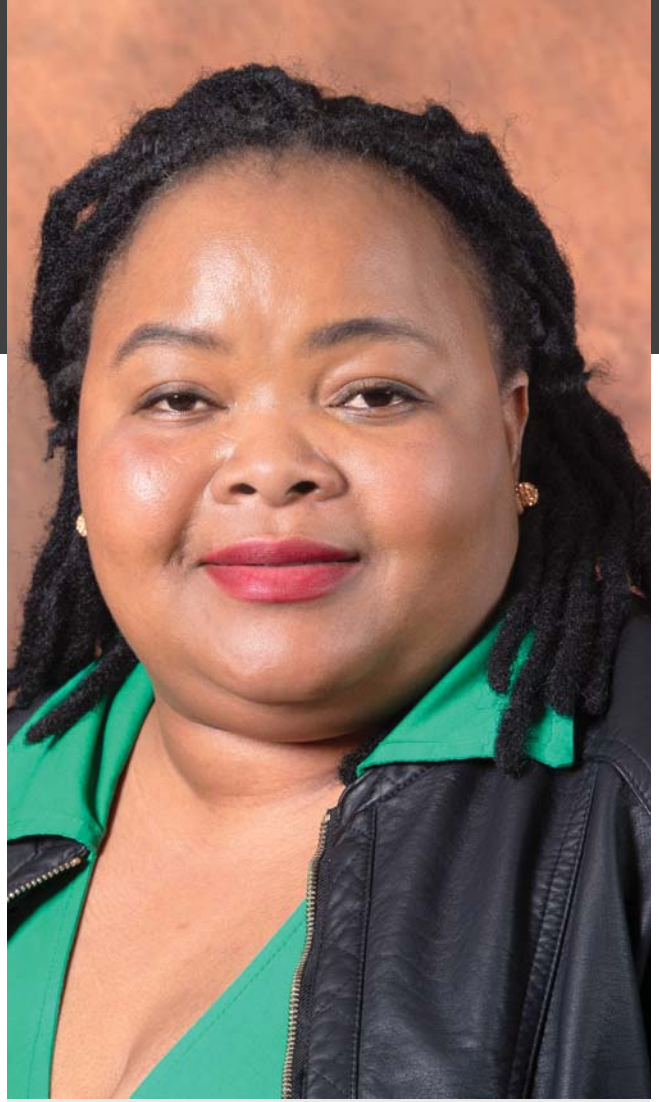
Also crucial in this period will be the drive to promote positive change, foster national unity and drive social cohesion. Events over the past year have proved decisively that we are stronger together.

As a nation we are stronger together and have more in common than that which divides us. When we are united and stand together we can achieve anything. By working together we can build the South Africa we want.

The NDP describes a nation that is more conscious of their commonalities than their differences. Therefore, each citizen has a responsibility to take change and play an active role in building the South Africa we want.

Over the next five years, the GCIS plans to harness this hope and turn it into an unstoppable force for change. I know that much work remains; nonetheless, I am confident that the GCIS has talented and committed public servants who will do whatever it takes to facilitate effective communication in this regard.

Mr Jackson Mthembu, MP
Minister in The Presidency
Date: 11 March 2020



Ms Thembi Siweya, MP
Deputy Minister in The Presidency

FOREWORD BY THE DEPUTY MINISTER IN THE PRESIDENCY

The next five years will be very important for the GCIS as we build on the achievements of the past 25 years of democracy. We expect all government communicators in various departments to provide the best possible communication services to the public in line with the principles of *Batho Pele* (People First).

The five-year Strategic Plan commits government communicators to work hard in providing information to the citizens as required in terms of Section 195(g) of the Constitution of the Republic of South Africa of 1996.

This strategic plan for 2020/21-2024/25 sets out the core purpose, role and strategic objectives of government communication of the sixth administration.

It outlines the activities the GCIS will undertake as a communication profession to support the delivery of the seven priorities of government as reflected in the MTSF 2019-2024. The GCIS will ensure that all major policies on the seven priories are communicated effectively to the citizens.

To ensure that our communication messages reach the intended audience, the GCIS will use the Government Segmentation Model (GSM) it developed to understand the needs of various audiences who receive government information and services. This model allows us to choose communication channels that are considered to be the most effective in reaching the intended audiences and to develop messaging that speaks to that audience.

Our citizens want to know what is being done to stimulate economic growth and build a country envisioned in the NDP. This includes progress that has been achieved since the adoption of the seven priorities of government in June 2019 as well as investment conferences to attract R1.2 trillion to the country over a period of five years.

As communicators, we will also play our part to ensure that the public, civil society and business are active participants in the implementation of these policies by raising awareness, change perceptions and encourage behavioural change. We also intend to go out of our way to remind our citizens of their rights and obligations, especially with regard to helping government address some of the challenges such as gender-based violence (GBV).

We will reiterate the call to end GBV for good, which must be answered by everyone in the country. Simply turning a blind eye or assuming that it is someone else's problem is not good enough. By working together, we can make our homes and communities safer for all, and ensure that those who are responsible for such despicable acts are brought to justice.

A variety of products and platforms such as *Vuk'uzenzele,* SAnews, *My District Today* newsletter and *Public Sector Manager* (PSM) magazine will be used to disseminate information to the public. *Vuk'uzenzele* newspaper is published fortnightly in all 11 official languages and in Braille to meet the information needs of different target audiences.

About 1,7 million copies, of which 1 200 copies are in Braille, are distributed every month for free of charge in areas with less access to the mainstream media. This newspaper focuses on government's key priorities, including economic transformation and job creation, education, skills and health.

Government messages will also be enhanced through the placement of opinion pieces, media statements and daily government messaging in various print, broadcast and social-media platforms covering different topics pertaining to priorities and key government programmes.

During this period, the GCIS will continue to lead and drive government's interaction and communication with media. As government, we acknowledge the critical role played by the media in creating an informed citizenry. Media has the ability to inform public discourse, which is imperative in strengthening our democracy, and we must build good relations with all media.

In addition, regular post-Cabinet media briefings will be held to communicate the decisions of the Executive to the public. We will also strengthen our approach to tackle disinformation through the Rapid Response Unit, which provides up-to-date and accurate information on government activities.

The five-year Strategic Plan directs government communicators on what communication activities will be undertaken in building the South Africa we want. The plan identifies communication as a tool that can improve the performance of government by providing accurate and timely government information to the citizens.

Ms Thembi Siweya, MP
Deputy Minister in The Presidency
Date: 11 March 2020

Ms Phumla Williams
Acting Accounting Officer: GCIS

INTRODUTION BY THE ACTING DIRECTOR-GENERAL (ADG)

This five-year GCIS Strategic Plan, closely guided by government's MTSF 2019-2024, is the basis through which the GCIS will coordinate the focus of government communication.

At the heart of the plan is work to foster strong communication partnerships across the government system. Given the tighter budgetary conditions, it is the only viable option to garner the necessary resources to reach all 57 million South Africans.

Like many others in the governmental sphere, the GCIS is impacted by the decreasing budget allocations from National Treasury, as a result of the tougher local economic conditions.

The constraint in resources means that on its own, the department does not have the financial muscle to accomplish all that it has set out to achieve. By leveraging the collective communication budgets and tapping into the communication structures across government, the GCIS can do more with less.

In building and sustaining partnerships, we will ensure that South Africans are informed about government's policies and programmes. In meeting the information needs of South Africans and sharing the work and programmes of government, we will ensure we meet our constitutional obligations.

We are mandated in terms of Section 195(g) of the Constitution of the Republic of South Africa of 1996 to ensure that South Africans are provided with information that is timely, accurate and importantly, accessible.

Our partners on this journey will have access to GCIS's array of services, products and platforms at their disposal. The GCIS will provide support in conceptualising campaigns, developing communication strategies, content development, information dissemination and stakeholder engagement.

Our fortnightly flagship government-owned newspaper, *Vuk'uzenzele*, which is published partially in all 11 official languages and in Braille, is distributed free of charge in areas with limited access to the mainstream media. Its circulation of more than 1.7 million copies a month plays a meaningful role in taking government to the people.

The GCIS has a strong online presence with the government website (*www.gov.za*) where most citizens go to first for information about government. It is supported by a strong social media presence of government on Facebook, Twitter, Flickr and other online platforms.

Our partners have access to our radio facilities and programmes which engage with the public through numerous radio talk shows that are simulcast to community radio stations, thus enabling direct two-way engagement with millions of people.

Working through the clusters, the GCIS will ensure that the government communication programmes inform and empower the citizenry. Our direct public engagement through outreach and door-to-door programmes is an effective form of communication that reaches out to communities in villages, at taxi ranks, in shopping malls and throughout the length and breadth of our country.

Through these direct initiatives, the GCIS is able to keep its finger on the national pulse and sometimes this acts as an early-warning signal to issues arising in the community.

Over the next five years there will be a strong focus on how communication is coordinated across government departments. The strengthening of coordination in local, provincial and national spheres holds enormous potential for advancing the government message.

Moreover, we will support our partners in taking forward the one message of government that drives hope and confidence. We will ensure that this message is communicated through many voices across society.

The GCIS will also pay special attention to building government's relationship with the media, both internationally and domestically. The media are essential partners who can ensure that citizens have access to information that is essential to the health of our democracy and the overall development of our country.

Media are well placed to ensure citizens make responsible and informed choices rather than act out of ignorance or misinformation. The stories generated by media can contribute to our development by allowing South Africans to make better decisions or take advantage of opportunities.

Guided by the five-year GCIS Strategic Plan, I am confident that we will build a cohesive communication system that will meet the information needs of citizens so that we can grow South Africa together.

Ms Phumla Williams
Acting Accounting Officer: GCIS

Date: 11 March 2020

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan was developed by the management of the GCIS under the guidance of the Minister in The Presidency, Mr Jackson Mthembu, MP. It takes into account all the relevant policies, legislation and other mandates for which the GCIS is responsible.

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

Mr Hennie Bekker
Acting Chief Financial Officer (Acting CFO)
Signature:

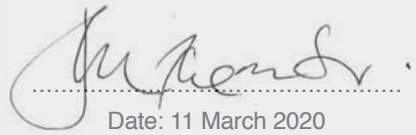
Ms Michael Currin
Acting Deputy DG: Intergovernmental Coordination and Stakeholder Management
Signature:

Mr Keitumetse Semakane
Acting Deputy DG: Corporate Services
Signature:

Ms Phumla Williams
ADG and Accounting Officer
Signature:

Ms Tasneem Carrim
Acting Deputy DG: Content Processing and Dissemination
Signature:

Approved by:
Mr Jackson Mthembu, MP
Minister in The Presidency
Signature:



Date: 11 March 2020

PART A:

OUR MANDATE

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

1. CONSTITUTIONAL, LEGISLATIVE AND POLICY MANDATE

1.1 Constitutional mandate

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

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

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

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

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

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

2. LEGISLATIVE AND POLICY MANDATE

2.1 Legislative mandate

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

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

2.2 Policy mandates

2.2.1 The GCIS's strategy is underpinned by the 2019-2024 National Communication Strategy Framework (NCSF), approved by Cabinet in 16 October 2019. Working with other government departments, the GCIS will drive the implementation of the NCSF across the communication system over the Medium Term Expenditure Framework (MTEF) period.

2.2.2 Government Communication Policy, approved by Cabinet on 22 August 2018.

PART B:

OUR STRATEGIC FOCUS

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

3. VISION

The pulse of communication excellence in government.

4. MISSION

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

5. ORGANISATIONAL VALUES

Value	Meaning and behaviour associated with the value
Professionalism	• The organisation strives to operate at the highest level of professionalism in all business dealings at all times. • Professionalism is embodied in friendly, polite and business-like behaviour. It drives a person's appearance, demeanour and professional interactions, providing others with a positive first impression. • Officials should demonstrate professionalism by being courteous, honest and behaving responsibly when dealing with clients and representing the organisation. • Officials should demonstrate a level of excellence that goes beyond the department's normal work and official requirements.
Diversity	• The department contributes to democracy and equality by promoting a safe, positive and nurturing environment for everyone. • Officials should recognise and respect that each person is different. This difference can refer to race, ethnicity, gender, gender preference, age, religious beliefs, socio-economic status or other ideologies. • Officials should strive to understand and embrace each other's points of view, beyond simple tolerance, thus giving everyone the opportunity to express themselves. This attitude should extend to the public.
Openness and transparency	• The organisation should always be open with its communications, disclose all relevant information, and be accountable for its actions. • Transparency demands that the department and its officials are straightforward and honest in their dealings at all times. • Officials should provide colleagues and clients with access to accurate, relevant and timely information. • The department recognises that transparency and accountability are essential for good governance.
Innovation	• The department strives to be receptive to new ideas and adopt a flexible approach to problem-solving. Officials are encouraged to think beyond the norm. • Officials are encouraged to help each other address issues that cannot be addressed by a person working in isolation.
Honesty and integrity	• Officials should exercise honesty in all their business dealings and strive to protect the department's integrity at all times. • Officials should commit to the actions they have undertaken on behalf of their clients. • The department strives for equity, fairness and good ethics in its decision-making and expects its officials to do the same with regard to one another. • The department honours its commitments to build a foundation for trust.

6. SITUATIONAL ANALYSIS

6.1 External Environment

Introduction

South Africa has made many positive strides over the past 25 years in building the country that was envisioned at the start of our hard-won democracy in 1994. There has been notable progress as reflected in the *25 Year Review Report* in the areas of health, social welfare, education, housing and basic service delivery.

Despite these social advances that have had a tangible impact on the daily lives of ordinary South Africans, the economic transformation of our society has not reached the levels we anticipated to drive back the triple challenge of unemployment, poverty and inequality.

Moreover, the stubborn unemployment situation has edged to its highest levels at 29.1% in the third quarter of 2019. The nation's unemployment challenge is exarcebated by a growing youth unemployment that stands at 58.20%.

Unemployment has further entrenched the growing inequality in the country. According to the 2019 Statistics South Africa Inequality Trends report, employed black Africans earn the lowest wages while whites earned substantially higher wages than all other population groups.

Violence based on gender and sexual orientation remains unacceptably high in South Africa. This is despite the strong constitutional and legislative protection that is afforded to vulnerable groups such as women, children, people with disabilities and the lesbian, gay, bisexual, transgender and intersex community.

The scourge of crime remains a challenge despite dedicated programmes to deal with the problem. While certain categories of serious crime have been on the decline, other categories such as contact crimes are on the increase, and people still do not feel safe in their homes and neighbourhoods.

The country still has a long way to go in building social cohesion. Going forward, we will have to do more to strengthen our collective commitment to build an inclusive society and economy. Information dissemination becomes key in empowering and rallying society towards a common vision for a better South Africa

The work of the GCIS continues to evolve

The work of the GCIS is mandated by Section 195(g) of the Constitution of the Republic of South Africa of 1996, which stipulates that to foster transparency the public should be provided with information that is timely, accurate and accessible.

To achieve this constitutional mandate, GCIS plays a central role in the coordination of government's system. Its work cuts across national, provincial and local government, to assist in their effective communication.

The department is at the heart of dissemination of valuable information to the citizens and uses various platforms to reach South Africans across the spectrum. It uses print media such as *Vuk'uzenzele* newspaper, PSM magazine and electronic media such as News Service (SAnews); the government website and *My District Today* newsletter to share information.

The government website (*www.gov.za*) is the top South African government website and is the first result on Google for the South African Government. It increased from 13,712,621 page views in 2015 to 23,4569,297 in 2018. The website is where most citizens go to first for information about government.

Despite this success, electronic content is only available to those South Africans who have access to technology and the Internet. South Africans living in rural areas continue to depend on publications such as government's flagship newspaper, *Vuk'uzenzele*, to meet their information needs.

While the GCIS has leveraged advertising spend to increase its frequency from once in two months to being published fortnightly and partly in all 11 official languages, in our modern fast-paced and ever-changing environment this is not sufficient.

Government has been strengthening the relationship with media, who are vital partners in informing the people of South Africa about developments as well as challenges the country continues to face. We need informed and active citizens, empowered to contribute and shape the changes they would like to see taking place in the country.

Through the seven priorities articulated in the MTSF 2019-2024, the sixth democratic administration has presented the structure that the GCIS will use to coordinate its work and areas where it will focus government communication over the next five years.

FOCUS FOR THE NEXT FIVE YEARS

The GCIS will harness the various communication structures across the government communication system to expand communication to more South Africans. In doing so, the department will be able to do more with its limited resources and build a cohesive communication front in meeting South Africans' information needs.

There will be a strong focus on how communication is coordinated across government departments. The strengthening of coordination in local, provincial and national spheres holds enormous potential for advancing the government message.

The joint planning, sharing of resources and integration of efforts are essential in growing the reach of our communication efforts in an efficient and cost-effective manner. The GCIS will provide support in conceptualising campaigns, developing communication strategies, content development, information dissemination and stakeholder engagement.

The administration's new District Development Model (DDM), which aims to improve the coherence and impact of government development model in the 44 districts and eight metropolitan municipalities, will be supported by communication that keeps South Africans abreast of technical developments that have a direct impact on them.

The work of the department over the next five years is closely guided by the MTSF 2019-2024 and the seven priorities that emanate from it. These include:

Priority 1: Capable, ethical and developmental State.
Priority 2: Economic transformation and job creation.
Priority 3: Education, skills and health.
Priority 4: Consolidating the social wage through reliable and quality basic services.
Priority 5: Spatial integration, human settlements and local government.
Priority 6: Social cohesion and safe communities.
Priority 7: A better Africa and world.

The GCIS will use its suite of communication platforms and products to share information on government's key priorities. The fortnightly *Vuk'uzenzele* newspaper is the only national publication focused on the key priorities, with an emphasis on opportunities created by government. SAnews has become a valuable source for analysts as well as for the Cosmopolitan Capital and Metro Mobiles segments of the GSM. It is complemented by the daily news bulletins and the social-media presence of government on Facebook, Twitter, Flickr and other online platforms.

Radio, video and social media are powerful communication tools that the GCIS use to expressly engage with the public. The *PSM* magazine is one of the tools we use to communicate directly with senior government employees, empowering them with information on government programmes and policies.

Our outreach programme encompasses community radio talk shows, taxi ranks and mall activations, and blitzes on commuter trains, and talk shows at local community radio and television (TV) stations.

Izimbizo and door-to-door communication enables the GCIS to keep its finger on the national pulse and sometimes act as an early warning signal to issues arising in the community.

Through dedicated Monitoring and Evaluation, the GCIS will measure the communication interventions across the seven priorities of the MTSF 2019-2024.

The GCIS is at the heart of government communication by creating one message which will drive the promotion of hope and confidence. This will be sustained with citizen participation, and a specific drive of leading behavioural change and societal development.

CAN THE GCIS CONTINUE TO DELIVER ON ITS MANDATE?

In reaching all 57 million South Africans, the GCIS will be required to maximise its work and efforts by tapping into the various communication structures and disciplines across government. This is critical for the department to overcome its limited financial resources and human resource capacity constraints.

Moreover, to ensure more dynamic and responsive communication that meets the needs of all South Africans, the GCIS will need to leverage the communication budgets of other departments to implement overarching communication campaigns.

The enhanced coordination of the government communication system is central to the GCIS delivering on its mandate. This will allow the department to draw in the expertise and content products that will enable one cohesive government message.

In ensuring that communication is coordinated at the highest level, the department will ensure that one government message is communicated through many voices to amplify it across society. The department is structured to oversee and enable effective communication in this regard,

The GCIS will pay special attention to building government's relationship with the media both internationally and domestically. The media are essential partners who can ensure that citizens have access to information which is essential to the health of our democracy and the overall development of our country.

Media are well placed to ensure citizens make responsible and informed choices rather than acting out of ignorance or misinformation. The stories generated by media can contribute to our development by allowing South Africans to make better decisions or take advantage of opportunities.

Through partnerships the department will ensure that the media help advance the dissemination of information to South Africans. Working with Brand South Africa (Brand SA), the GCIS will continue to build the image of South Africa to the world, in particular to Africa.

CONCLUSION

In implementing this strategic plan, the GCIS will pursue its constitutional mandate to inform the public about the work and programmes of government. To achieve this mandate, the GCIS will rely on a variety of products and platforms at its disposal such as *Vuk'uzenzele*, SAnews and the government website (*www.gov.za*).

Despite the variety of products and platforms, the GCIS does not have enough resources to reach the 57 millions of South Africa who rely on it to receive information. This means that as we move forward, we will have to put more resources so that we can reach millions of South Africans, and empower them with information and programmes of government.

The GCIS will also explore partnerships between departments so that citizens are informed about our policies and programmes to improve their lives. We can do this by leveraging our collective budgets to maximise on our impact.

This should be our roadmap to ensure that relevant information reaches all South Africans and to remind them to play their part in growing South Africa together.

6.2 Internal Environment

Organisational Environment

The department has a total staff establishment of 468 posts, of which 413 are filled. The positions for DG, two Deputy DGs (DDG) remain vacant. The Human Resource Plan (HRP) has been developed to align the workforce with the strategic goals of the department. The plan will be reviewed in line with the strategy and structure to ensure that appropriately skilled people deliver on the mandate of the department.

The department has made positive strides in the areas of recruitment and retention of employees on salary Level 12 and below through internal recruitment processes. Going forward, the department will work to recruit and retain a suitably qualified, capable and skilled workforce, and maintain the vacancy rate below 10%, as prescribed by the Department of Public Service and Administration.

The department has developed the Employment Equity Plan that aims to address past imbalances. This plan provides a framework for the recruitment of staff from a historically disadvantaged background as well as numerical targets for the achievements of representivity within the department. To enhance equity, the department will designate certain number of posts and advertise them to promote representivity. This will be achieved through targeted recruitment and partnership with institutions for persons with disabilities.

The GCIS acknowledges that unethical behaviour represents a significant potential risk to the GCIS's assets, service-delivery efficiency and reputation. The department has the responsibility to create an environment in which its strategic objectives

are achieved with integrity. It will analyse ethics and corruption risks as part of its system of risk management. The department will develop and implement the ethics strategy with the aim to prevent and deter unethical conduct and acts of corruption.

The department conducted a desktop Skills Audit to identify current and requisite skills. Training of employees in line with the results of the Skills Audit began during the 2019/20 financial year and will continue for the medium-term period. Training and development will focus on accredited hard to fill vacancies (scarce and critical skills) in line with the 4IR.

To ensure ethical behaviour, the department enrolled all SMS members on the compulsory training for Ethics in the Public Service. The remaining employees will be enrolled during the medium-term period.

A Gender Forum is in place in the department and one of its functions is to look into ways of preventing GBV and sexual harassment. The department also established a women and men's forums to create an opportunity for employees to discuss GBV issues. The department regularly hosts GBV awareness sessions for its employees, and was by end of 2019 developing a GBV programme plan for implementation in the department.

The GCIS was allocated R471.4 million in 2020/21, R500.3 million in 2021/22 and R519 million in 2022/23. Compensation of employees comprises on average 62% of the budget over the medium term. A total of 63% of the department's allocation over the medium term is spent in the Programme: Content Processing and Dissemination as well as the Programme: Intergovernmental Coordination and Stakeholder Management, and 37% in the Programme: Administration. The department's funded establishment is expected to be 469 permanent posts.

Spending on goods and services over the medium term is expected to be primarily on operating leases, Subsistence and Travel (S&T) and operating expenses relating to the publication and distribution of the monthly *Vuk'uzenzele* newspaper. The department will focus over the medium term on coordinating and professionalising government communication and making it as cost-effective as possible.

The 2018/19 unaudited Annual Financial Statements (AFS) were submitted to National Treasury and the Auditor-General South Africa (AGSA) not later than the legislated date of 31 May 2019, for which the AGSA issued yet another a clean-audit report by 31 July 2019.

The procurement and demand plans for the department were developed and submitted timeously to National Treasury. In addition, the sourcing strategy was developed for goods and services. The procurement of goods and services was rendered successfully, including facilitating media-buying transactions on behalf of government client departments and entities.

The GCIS plans to tap into some of the benefits of Cloud-based technologies for use with applications used to disseminate information for public consumption. Accessing Cloud computing will allow the organisation to run applications on the Internet rather than with software downloaded on a physical computer or server. It enables the quicker access to applications to remote resources and local hardware failures will not result in data loss.

The department will build capacity on Business Intelligence Reporting and Data Analytics and create a repository for reports on SharePoint to support organisational decision-making. IT infrastructure will be upgraded to improve systems performance to handle more data and automation of business processes. The use of Skype for business will be extended over the medium term for virtual meetings and reduce the cost of S&T for the GCIS.

The GCIS has automated some of the business processes, which is e-Leave, e-Requisition for procurement, performance contracting and assessment and an electronic organisational performance reporting system to track achievements of targets set in the APP. The automation of the S&T claims process is planned for implemented in the medium term.

The GCIS will maintain software licences for its Electronic Office Applications annually. The department will over the MTEF request additional funds to renew its aging IT infrastructure in both the provincial and head offices. It will also introduce an online sourcing of human capital through e-Recruitment by automating the training request and approval process. In addition, the Audit Risk Software is used to automate data analysis and increase audit efficiency.

In light of the technological advancement and the acceleration of the 4IR, employees will require new skills to keep up with the changes. The GCIS will upskill staff and further ensure they are multi-skilled to use different communication platforms or approaches to enhance communication outputs.

6.3 Organisational Structure

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

6.3.1 PROGRAMME 1: Administration

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

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

6.3.2 PROGRAMME 2: Content Processing and Dissemination

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

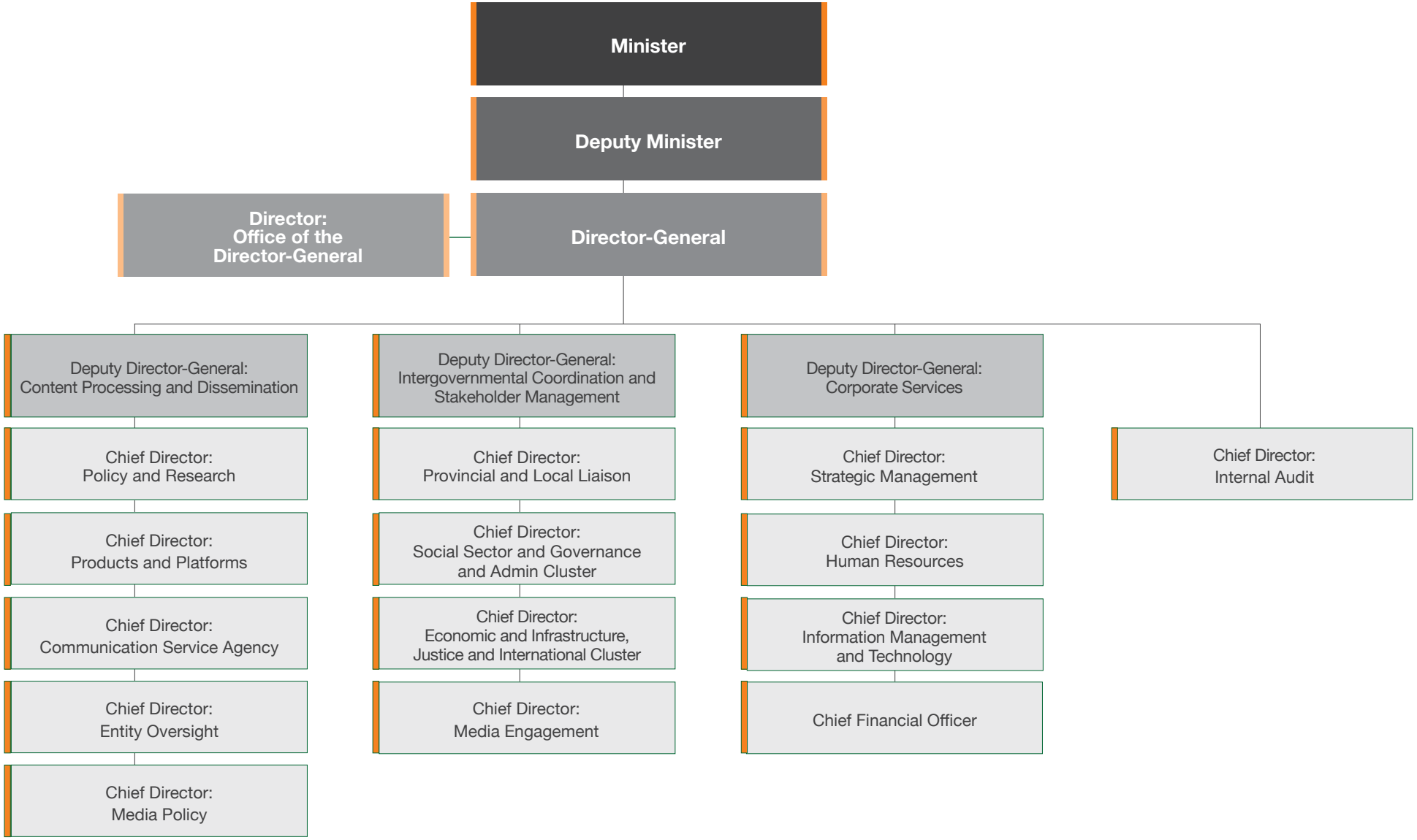
Subprogramme 1.1: Products and Platforms
Subprogramme 1.2: Policy and Research
Subprogramme 1.3: Communication Service Agency.
Subprogramme 1.4: Entity Oversight
Subprogramme 1:5: Media Policy.

6.3.3 PROGRAMME 3: Intergovernmental Coordination and Stakeholder Management

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

Subprogramme 1.1: Media Engagement
Subprogramme 1.2: Cluster Communication
Subprogramme 1.3: Provincial and Local Liaison

Organogram


Minister
Deputy Minister
Director: Office of the Director-General
Director-General
Deputy Director-General: Content Processing and Dissemination
Chief Director: Policy and Research
Chief Director: Products and Platforms
Chief Director: Communication Service Agency
Chief Director: Entity Oversight
Chief Director: Media Policy
Deputy Director-General: Intergovernmental Coordination and Stakeholder Management
Chief Director: Provincial and Local Liaison
Chief Director: Social Sector and Governance and Admin Cluster
Chief Director: Economic and Infrastructure, Justice and International Cluster
Chief Director: Media Engagement
Deputy Director-General: Corporate Services
Chief Director: Strategic Management
Chief Director: Human Resources
Chief Director: Information Management and Technology
Chief Financial Officer
Chief Director: Internal Audit

PART C:

MEASURING OUR PERFORMANCE

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

7. INSTITUTIONAL PERFORMANCE INFORMATION

7.1 Measuring the Impact

Impact Statement	**Informed Citizens and Intergrated Communication System**

7.2 Measuring outcomes

7.2.1 MTSF 2019 - 2024 outcomes link to departmental outcomes

MTSF Priority	**Priority 1: Capable, ethical and developmental state.**
MTSF outcomes	**Departmental outcomes**
Improved leadership, governance and accountability	Good corporate governance
	Improved strategic governance of entities

MTSF Priority	**Priority 1: Capable, ethical and developmental state.**
MTSF outcomes	**Departmental outcomes**
Public value and trust, Active citizenry and partnerships in society	Information to empower citizens and enable participation and holding government to account
	Research, media analysis and monitoring and evaluation to inform communication strategies and campaigns
	Government's seven priority areas supported by communication content and services
	Transforming mainstream print and digital media, advertising and community media

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

7.2.2 Departmental outcomes

MTSF Priority	**Priority 1: Capable, ethical and developmental state.**
Programme	**Outcome**
1. Programme 1: Corporate Services	1.1 Good corporate governance
2. Programme 2: Content Processing and Dissemination	2.1 Information to empower citizens and enable participation and holding government to account
	2.2 Research, media analysis and monitoring and evaluation to inform communication strategies and campaigns
	2.3 Government's seven priority areas supported by communication content and services
	2.4 Improved strategic governance of entities
	2.5 Transforming mainstream print and digital media, advertising and community media
3. Programme 3: Intergovenmental Coordination and Stakeholder Managament	3.1 Improved relations with the media
	3.2 Strengthened intergovernmental communication system informed by the DDM
	3.3 Informed and empowered citizens

8.DEPARTMENTAL PROGRAMMES

8.1 Programme 1: Administration

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

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

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

Programme 1: Administration

Outcome	Outcome Indicator	Baseline	Five-Year Target
Good corporate governance	Unqualified audit opinion obtained	Unqualified audit opinion	Unqualified audit opinion

Explanation of Planned Performance over the Five-Year Planning Period

The HRP has been developed to align the workforce with the outcomes of the department. The HRP will be reviewed in line with the strategy and structure to ensure that appropriately skilled people are in the right place at the right time and to respond to critical areas in the course of delivering on the mandate of the department.

The GCIS plans to tap into some of the benefits of Cloud-based technologies for use with applications used to disseminate information for public consumption.

Accessing Cloud computing will allow the organisation to run applications on the Internet rather than with software downloaded on a physical computer or server. It enables the quicker access to applications to remote resources and local hardware failures will not result in data loss.

The department will build capacity on Business Intelligence Reporting and Data Analytics and create a repository for reports on SharePoint to support organisational decision-making. IT infrastructure will be upgraded to improve systems performance to handle more data and automation of business processes. The use of Skype for business will be extended over the medium term for virtual meetings and reduce costs for the GCIS.

8.2 Programme 2: Content Processing and Dissemination

Programme purpose	**Provide strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness of government communication.**
Outcome	2.1 Information to empower citizens and enable participation and holding government to account
	2.2 Research, media analysis and monitoring and evaluation to inform communication strategies and campaigns
	2.3 Government's seven priority areas supported by communication content and services
	2.4 Improved strategic governance of entities
	2.5 Transforming mainstream print and digital media, advertising and community media

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

- **Products and Platforms** develops content for the GCIS. Funding for the subprogramme will be used for writing assignments; printing the government newspaper, language services for products that require translation, editing and proofreading content; managing the official government and GCIS website and social media accounts; and the production of government publications. The subprogramme is also responsible for the development of the government communication strategy.

- **Policy and Research** conducts research through independent service-providers to assess how government should address the public's information needs. It also monitors media coverage of issues affecting government and the country. It further provides an analysis on how the media interprets government policies and programmes, and assesses public perceptions in relation to government performance.

- **Communication Service Agency** (CSA) provides media bulk-buying services and media production services to government. It also develops distribution strategies for all government communications and oversees distribution services outsourced to service providers. The chief directorate manages national government's corporate identity. It further provides marketing and distribution services for the GCIS and other government departments.

- **Entity Oversight** monitors the implementation of policies by state-owned enterprises (SOEs) and provide guidance and oversight on their governance matters.

- **Media Policy** conducts research and develops print media, new media and communications policies.

Subprogramme: Products and Platforms

Outcome	Outcome Indicator	Baseline	Five-Year Target
Information to empower citizens and enable participation and holding government to account	Number of editions of communication products published	145 editions of communication products published	175 editions of communication products published

Subprogramme: Policy and Research

Outcome	Outcome Indicator	Baseline	Five-Year Target
Research, media analysis and monitoring and evaluation to inform communication strategies and campaigns	Number of reports to understand the communication environment	68 research reports to understand the communication environment	89 research reports to understand the communication environment

Subprogramme: Communication Service Agency

Outcome	Outcome Indicator	Baseline	Five-Year Target
Government's seven priority areas supported by communication content and services	Number communication services provided	11 818 communication services provided	8 450 communication services provided

Subprogramme: Entity Oversight

Outcome	Outcome Indicator	Baseline	Five-Year Target
Improved strategic governance of entities	Number of compliance reports produced	-	40 compliance reports produced

Subprogramme: Media Policy

Outcome	Outcome Indicator	Baseline	Five-Year Target
Transforming mainstream print and digital media, advertising and community media	Appointment of Print and Digital Media Transformation and Diversity Council	-	Print and Digital Media Transformation and Diversity Council appointed

Explanation of Planned Performance over the Five-Year Planning Period

Products and platforms created in the GCIS will share critical information on government services and programmes as well as reflect on the opportunities that exist to open the economy to more South Africans. Government's mandate requires that its communication be expanded to enhance access to information that enables the public to participate in the country's transformation and in bettering their own lives. Products and platforms will be used to give information directly to the citizens to foster an informed citizenry. The GCIS's products and platforms will also focus on unpacking and communicating the importance of the seven identified priorities of government.

The Chief Directorate: Policy and Research's work will enable the GCIS to develop messaging that is coherent, relevant, and resonates with the intended target audiences. Furthermore, the media monitoring and media content analysis measures the level to which government policies and messages are accurately reported and interpreted by the media. The evaluation of campaigns seeks to improve the level of effective communication by all government departments, strategically led by the GCIS in compliance with the Government Communication Policy.

The Chief Directorate: Entity Oversight will enable the GCIS to realise its mandate of having an informed citizenry and integrated communication system by giving support to the Executive Authority in the execution of their oversight on SOEs – Media Development and Diversity Agency (MDDA) and Brand SA. Effective oversight by the department ensures that SOEs deliver on their mandate and remain viable. The MDDA will create an enabling environment for media development and diversity by providing support, primarily to community and small commercial media projects. Brand SA will develop and implement a proactive and coordinated international marketing and communication strategy for South Africa.

8.3 Programme 3: Intergovernmental Coordination and Stakeholder Management

Programme purpose	**Implementation of development communication, through mediated and unmediated communication, and sound stakeholder relations and partnerships.**
Outcomes	3.1 Improved relations with the media
	3.2 Strengthened intergovernmental communication system informed by the DDM
	3.3 Informed and empowered citizens

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

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

Subprogramme: Media Engagement

Outcome	Outcome Indicator	Baseline	Five-Year Target
Improved relations with the media	Number of strategic engagements held with the media	175 strategic engagements with the media	225 strategic engagements with the media

Subprogramme: Clusters

Outcome	Outcome Indicator	Baseline	Five-Year Target
Strengthened intergovernmental communication system informed by the DDM	% of clusters with cluster communication strategies/plans developed	-	All five clusters with cluster communication strategies/plans developed

Subprogramme: Provincial and Local Liaison

Outcome	Outcome Indicator	Baseline	Five-Year Target
Informed and empowered citizens	Number of outreach campaigns implemented	20 384 outreach campaigns implemented	15 420 of outreach campaigns implemented
Strengthened intergovernmental communication system informed by the DDM	Number of functional communication coordinated forums	48 functional communication forums	61 functional communication forums

Explanation of Planned Performance over the Five-Year Planning Period

The resources in this branch are core to the realisation of the two dual functions of the GCIS – the coordination and leadership of the sytem of government communication at national level and also intergovernmentally. Similarly, through the practice of development communication and active stakeholder management, the branch is central in delivering information to the public and in ensuring two-way communication between citizens and government. Through information provision, citizens should be enabled to better their lives.

The Chief Directorate: Media Engagement recognises the role of the media in a democratic society and that by constantly improving relations with the media, government programmes and policies can be better understood and communicated to the public through commercial and community media institutions. Its purpose is to lead and drive interaction and communication between government and the media.

It will do this by managing an ongoing media liaison service to government; establishing, strengthening and maintaining working relations with foreign and independent media; establishing relations with South African missions with the view to disseminate government information and messages, and by ensuring that government is responsive to pertinent issues in the communication environment.

The unit will similarly aid in achieving the objective of an informed public by developing and fostering solid working relationships with organised institutions of the media sector, including the South African National Editors' Forum (SANEF), Press Gallery Association (PGA), National Press Club and Foreign Correspondents' Association (FCA), amongst others. Informed citizens on the work and programmes of government will also be pursued by a stronger and well-functioning government communication system.

Both the subprogrammes of Cluster Communication and PLL will play a key role in ensuring the well-functioning of the systems of government communication through a range of measures – ensuring in partnership with other government communication stakeholders that functional communication forums are in place; supporting efforts to capacitate and train government communicators and messengers as well as ensuring that all spheres of government, especially the clusters of government, have communication strategies in place for the five-year term of this administration and annual implementation plans. Effective internal communication within government must be enabled by having a well-functioning Internal Communicators' Forum.

By maintaining a well-functioning cluster communicaton system with each cluster driving an integrated communication plan, this will ensure that citizens are informed and empowered. Similarly, through the nine GCIS provincial offices and the network of district offices, development communication campaigns will be run at community level to convey information to citizens to take advantage of opportunities to better their lives.

The five-year Strategic Plan will enable more communities to receive public information through the GCIS, leading the coordination of integrated campaigns which will intensify communication with the citizenry, overall development and social cohesion.

To achieve the planned targets, there should be enough funding for cluster communication strategies, campaigns and communication activities. Moreover, there should be the full participation of communication officials from all three spheres of government. Added to this, the support of political principals, DGs and other senior officials will be crucial in strengthening the system and conveying government messages.

9. KEY RISKS

Outcome	Key risks	Risk Mitigation
Good corporate governance	Non-compliance to laws, regulations and prescripts (including internal policies)	Continue to strengthen the system of internal controls to prevent, detect and correct non-compliance Improve monitoring and implementation of good corporate governance practices
Improved strategic governance of entities		
Information to empower citizens and enable participation and holding government to account	Inadequate public awareness of platforms where government information can be obtained Inadequate or insufficient communication by government on key issues affecting the nation	Production of daily, biweekly and monthly content on different products and platforms that enable government information to reach citizens directly, and to reach media who use such content as a source of or supplement to original journalistic reporting
Informed and empowered citizens		
Strengthened intergovernmental communication system informed by the DDM	Lack of participation by HoCs	Tabling of attendance registers at DGs' meetings

10. PUBLIC ENTITIES

Name of Public Entity	Mandate	Outcomes
MDDA	The MDDA was set up in terms of the MDDA Act of 2002 to enable historically disadvantaged communities and individuals to gain access to the media. The mandate of the agency is to create an enabling environment for media development and diversity which reflects the needs and aspirations of all South Africans; redress the exclusion and marginalisation of disadvantaged communities and people from access to the media and the media industry; and promote media development and diversity by providing support primarily to community and small commercial media projects. The overall objective of the agency is to ensure that all citizens can access information in a language of theirchoice, and to transform media access, ownership and control patterns in South Africa.	• Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024 • Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024 • Capacitated, digital responsive community-based media sector by 2024
Brand SA	Brand SA was established as a trust in 2002 and gazetted as a schedule 3A public entity in 2006, in accordance with the PFMA of 1999. Its purpose is to develop and implement a proactive and coordinated international marketing and communications strategy for South Africa, to contribute to job creation and poverty reduction, and to attract inward investment, trade and tourism.	• Increased attractiveness and thereby competitiveness of the Nation Brand • Aligned Nation Brand execution and experience domestically and internationally • Improved reputation of Brand SA as an entity • Increased Nation Brand Advocacy and Active Citizenship

11. INFRASTRUCTURE PROJECTS

Not applicable

12. PUBLIC-PRIVATE PARTNERSHIPS

Not applicable

13. ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution
ADG	Acting Director-General
AFS	Annual Financial Statements
AGSA	Auditor-General South Africa
APP	Annual Performance Plan
Brand SA	Brand South Africa
CFO	Chief Financial Officer
CSA	Communication Service Agency
DDG	Deputy Director-General
DDM	District Development Model
FCA	Foreign Correspondents' Association
GBV	Gender-based violence
GCIS	Government Communication and Information System
HR	Human Resources
IM&T	Information Management and Technology
MDDA	Media Development and Diversity Agency
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCSF	National Communication Strategy Framework
NDP	National Development Plan
PGA	Press Gallery Association
PLL	Provincial and Local Liaison
PFMA	Public Finance Management Act
PSM	*Public Sector Manager*
S&T	Subsistence and Travel
SANEF	South African National Editors' Forum
SM	Strategic Management
SOE	State-owned enterprise

14. CONTACT DETAILS

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Panasonic
HD

Government Communication and Information System

DEPARTMENTAL TECHNICAL INDICATOR DESCRIPTORS (TIDs)

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

Programme 1: Administration
Outcome: Good corporate governance.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Unqualified audit opinion obtained
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	Indicator aims to ensure that department receives unqualified audit opinion on the annual reports submitted to the AGSA
Source of data: Describes where the information comes from and how it is collected	AFS, HR reports and performance information submitted by the relevant units within Corporate Services
Means of verification (evidence)	Proof of tabling from Parliament and the approved Strategic Plan and APP
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Unqualified audit opinion in the audit report
Assumptions: Factors that are accepted as true and certain to happen without proof	All audit requirements will be met
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	N/A
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Unqualified audit opinion by the AGSA
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	DDG: Corporate Services

Programme 2: Content Processing and Dissemination
Subprogramme 2.1: Products and Platforms
Outcome: Information to empower citizens and enable participation and holding government to account.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Number of editions of communication products published
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	All the communication products developed (*Vuk'uzenzele*, *PSM*, *South Africa Yearbook* and *Official Guide to South Africa*) and published by the chief directorate, to ensure that government communicates with the public continuously
Source of data: Describes where the information comes from and how it is collected.	From government statements and speeches, interviews, research of content used, government websites, etc
Means of verification (evidence)	Invoice and printer's report received from service providers. Invoices are received a month after an edition was published, e.g, an invoice for June can only be reported on during the quarter reporting period
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Content owners (other departments from which the content comes) do not deliver the required content, cancel and/or postpone interviews
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Simple count of number of publications and editions published
Assumptions: Factors that are accepted as true and certain to happen without proof	Content owners (other departments from which the content comes) will deliver the required content on time
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	N/A
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable.	All the set targets are met
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	Chief Director: Products and Platforms

Subprogramme 2.2: Policy and Research
Ouctome: Research, media analysis and monitoring and evaluation to inform communication strategies and campaings.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Number of reports to understand the communication environment
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	To conduct public opinion research,dashboardmreports on communication government and analysis of media coverage on The Presidency to understand the communication environment and inform government messages
Source of data: Describes where the information comes from and how it is collected.	Research datasets – tracker, national qualitative research, Government Performance Barometer, Socio-Political Trends, ad hoc research projects and other research findings obtained Broadcast, print and online media reports collected on the GCIS Media System, and reports on communication programmes collected from GCIS sections, clusters and departments
Means of verification (evidence)	Research reports Media Content Analysis reports and Dashboard reports
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Content owners (other departments from which the content comes) do not deliver the required content, cancel and/or postpone interviews • Limited scope of the research • Misalignment of the research questions with the set objectives. • Insufficient or late submission of data by government departments and other GCIS sections
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Simple count of the number of quantitative and qualitative research reports, dashboard reports and media content analysis reports
Assumptions: Factors that are accepted as true and certain to happen without proof	Content owners (GCIS sections and other departments from which the content comes) will deliver the required content on time. None or late approval of research instruments.
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	N/A
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	All the set targets are met
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	Chief Director: Products and Platforms

Subprogramme 2.3: Communication Service Agency
Outcome: Government's seven priority areas supported by communication content and services.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Number of communication services provided
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	Measures the extent to which the GCIS has been able to provide communication services to government departments and institutions. The services are media buying and media production
Source of data: Describes where the information comes from and how it is collected.	The information is reported monthly and quarterly by each directorate
Means of verification (evidence)	Media Production: Spreadsheet of completed products and services offered
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Human error in capturing data
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Simple count of all communication services provided
Assumptions: Factors that are accepted as true and certain to happen without proof	Content owners (other departments from which the content comes) will deliver the required content on time
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	N/A
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	All the set targets are met
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	Chief Director: CSA

Subprogramme 2.4: Entity Oversight
Outcome: Improved strategic governance of entities.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Number of compliance reports produced
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	Monitor governance matters of the public entities reporting to the GCIS to ensure sustainability and viability
Source of data: Describes where the information comes from and how it is collected	QPR reports from public entities and analysis reports
Means of verification (evidence)	Compliance reports from entities
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Simple count of compliance reports
Assumptions: Factors that are accepted as true and certain to happen without proof	All reports will be consolidated by entities
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	N/A
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	All the set targets are met
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	Chief Director: Entity Oversight

Subprogramme 2.5: Media Policy
Outcome: Transforming mainstream print and digital media, advertising and community media.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Appointment of Print and Digital Media Transformation and Diversity Council
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	To establish a Print and Digital Media Transformation and Diversity Council in order to give meaningful expressions and implementation
Source of data: Describes where the information comes from and how it is collected	Research done by the Chief Director: Media Policy
Means of verification (evidence)	Appointment of Print and Digital Media Transformation and Diversity Council
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	There are limited resources to set-up the council
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Achievements of targets towards establishment of the Print and Digital Media Transformation and Diversity Council
Assumptions: Factors that are accepted as true and certain to happen without proof	-
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	Council will be representative in terms of charter targets
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	All the set targets are met
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	CD: Media Policy

Programme 3: Intergovernmental Coordination and Stakeholder Management
Subprogramme 3.1: Media Engagement
Outcome: Improved relations with the media.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Number of strategic engagements held with the media
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	Annual, quarterly and monthly strategic engagement with the media including the FCA, SANEF, PGA, National Press Club, press attachés, including the newly formed Forum of Journalists for Transformation and the post-Cabinet briefings.
Source of data: Describes where the information comes from and how it is collected	APP, departmental plans and activities
Means of verification (evidence)	Attendance register
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Human error in capturing data
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Simple count of the engagements with the media
Assumptions: Factors that are accepted as true and certain to happen without proof	All engagements will be honoured by the media
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	N/A
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Strategic engagements with the media held, as per target
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	Chief Director: Media Engagement

Subprogramme 3.2: Cluster Communication
Outcome: Strengthened intergovernmental communication system informed by the DDM.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Percentage of cluster communication startegies/plans developed
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	The cluster communication plans are based on the five-year NCSF and government's Programme of Action. The cluster communication plans are developed annually aligned to the Cluster Communication Programme.
Source of data: Describes where the information comes from and how it is collected	NDP, MTSF and cluster outcomes
Means of verification (evidence)	Signed cluster communication strategies/plans per cluster
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Number of clusters with cluster communication strategies/plans developed over number of clusters
Assumptions: Factors that are accepted as true and certain to happen without proof	All clusters will meet to finalise the strategies/plans on time
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	N/A
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	All clusters have the cluster communication strategies/plans in place
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	Chief directors: Cluster Communication

Subprogramme 3.3: Provincial and Local Liaison
Outcome: Informed and empowered citizens.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Number of outreach campaigns implemented
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	An informed and empowered citizenry on government's policies, plans, programmes and achievements to increase public participation in government
Source of data: Describes where the information comes from and how it is collected	• Development communication activations • Marketing events for Thusong Programme • Community liaison visits undertaken
Means of verification (evidence)	Attendance registers and pictorial evidence
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Simple count of the outreach campaigns implemented
Assumptions: Factors that are accepted as true and certain to happen without proof	Citizens will attend outreach campaigns to get information on government programmes
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	N/A
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Outreach campaigns implemented, as per target
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	Chief Director: PLL

Outcome: Strengthened intergovernmental communication system informed by the DDM.

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Title of the Indicator verbatim from the Strategic Plan	Number of fuctional coordinated communication forums
Definition: The meaning of the indicator The explanation of technical terms used in the indicator	The indicator seeks to strengthen coordination of government communication through forums which will result in coherent messaging and collaborative planning
Source of data: Describes where the information comes from and how it is collected.	Forums held, attendance registers, reports on functioning of government communication system
Means of verification (evidence)	Attendance registers
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
Method of Calculation/Assessment: How the performance is calculated (quantitative) How the performance is assessed (qualitative)	Simple count of the number of functional coordinated forums
Assumptions: Factors that are accepted as true and certain to happen without proof	Communicators will align their programmes to the content shared in the forums
Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for people with disabilities	N/A
Spatial Transformation (where applicable) Reflect on the contribution to spatial transformation priorities Reflect on spatial impact area	N/A
Reporting cycle	Annually
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Functional coordinated forums as per target
Indicator Responsibility Identifies who is responsible for managing and reporting the indicator	Chief Director: PLL

Government Communication and Information System

STRATEGIC PLAN

MEDIUM-TERM PERIOD 2020/21 - 2024/25

THE PULSE OF COMMUNICATION EXCELLENCE IN GOVERNMENT

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