

GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM

ANNUAL PERFORMANCE PLAN

2026/27

EMPOWERING SOUTH AFRICANS THROUGH COMMUNICATION EXCELLENCE



government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

A **NATION** 
THAT **WORKS** **FOR ALL**



government communications

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Government Communication and Information System
REPUBLIC OF SOUTH AFRICA





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FOREWORD BY MINISTER IN THE PRESIDENCY

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We present the Annual Performance Plan (APP) of the Government Communication and Information System (GCIS) for 2026/2027 in a momentous year of local government elections, 30th anniversary of the Constitution, 50th anniversary of the youth uprisings, 60th anniversary of the District Six forced removals, and 70th anniversary of the 1956 Women's March. These milestones take place in a season of marked progress, resilience, and heightened public participation.

In these profound moments of a nation's journey, effective communication connects people to one another and to the shared promise of democracy.

In this reflective period, our communication efforts will celebrate democratic gains while acknowledging challenges, mobilising citizens toward further advancements in social equality and justice.

As the central coordinator of government communication, the GCIS is entrusted with ensuring that government speaks with clarity, credibility, and one voice while creating the conditions for informed public participation. This APP advances a coherent, inclusive, and responsive government communication system that places citizens at the centre of democratic governance, in line with Section 195(1)(g) of the Constitution, which requires transparency by providing the public with timely, accurate, and accessible information.

To shape a coherent national narrative, the GCIS will introduce three key interventions. First, it will strengthen its role as the central hub of government communication by establishing the Editorial Command Centre (ECC), a coordinated editorial system. Second, in conjunction with Brand South Africa, the department will establish a common brand architecture.

Third, the GCIS is positioning itself for a new era of communication shaped by artificial intelligence. Furthermore, the 2026/27 programme is also focused on strengthening coordination across all three spheres of government. The GCIS will reinforce its convening role through intergovernmental platforms, guided by the Integrated Government Communication Plan.



Public communication campaigns will address the issues South Africans care about, such as service delivery, economic and employment opportunities, safety, and social protection while reinforcing nation-building messages that promote unity, social cohesion, and constitutional values. Access to information is a fundamental pillar of democracy, and the GCIS will enhance strategic outreach to ensure vital information reaches all communities, empowering citizens with knowledge.

Inclusivity remains a cornerstone of our communication approach. Information will be made accessible in all official languages through products such as *Vuk'uzenzele*, *SA News*, and *My District Today*, as well as sign language and alternative formats for persons with disabilities. Digital

transformation continues to reshape engagement, and the GCIS will expand high-impact platforms such as GoZA TV, WhatsApp channels, and zero-rated services, supported by improved research and real-time monitoring.

Investment in modern digital infrastructure will enhance our ability to counter misinformation and protect the integrity of public discourse, particularly during elections.

Community and grassroots media remain indispensable in reaching underserved communities and fostering local dialogue. Recognising the fragility of this sector, the GCIS will prioritise support in partnership with the Media Development and Diversity Agency.

Delivering on these ambitions requires sustained investment in people and systems. The 2026/27 programme emphasises capacitating government communicators through targeted training under the Workplace Skills Plan, addressing gaps in digital communication, analytics, and strategic planning to strengthen institutional effectiveness and governance across government.

As we move forward into this promising year, I invite all stakeholders government entities, civil society, and citizens to collaborate actively with the GCIS to build a transparent communication ecosystem that nurtures public trust, enhances dialogue, and strengthens democratic participation. Through its 2026/27 plans, the GCIS reaffirms its commitment to communication excellence that empowers citizens, strengthens public trust, and ensures that communication remains a cornerstone of unity, transparency, and hope in our nation's ongoing journey.

Ms Khumbudzo Ntshavheni, MP
Minister in The Presidency
Date: 31 March 2026



FOREWORD BY DEPUTY MINISTER IN THE PRESIDENCY

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Government Communication and Information System (GCIS), established in 1998 in terms of Section 7 of the Public Service Act, derives its mandate from Section 195(g) of the Constitution. Section 195 guarantees South African citizens access to information that is timely, accurate and accessible.

Since then, the department has worked tirelessly to live up to its mandate to communicate the work of government and ensured that citizens, irrespective of where they live, have access to information.

GCIS has consistently advanced the priorities it set in 1998 by improving the competency of government communicators, building relations with the media and

advancing media diversity, establishing a coherent government communication system and providing development communication that empowers citizens to become agents of change and improve South Africa's image in the world.

Last year, Cabinet approved the Communication Protocols and Principle for the Executive and revised Government Communication Policy which aim to professionalise government communications and provide enhanced integrated strategic communications by the executive. This has helped the organisation to be clear and consistent in its messaging, and the approach underpins government content and services.

The Government Segmentation Model developed by the department helps government communicators

segment their target audiences and ensure that they craft their messages in a way that it is understood by that audience.

Our approach, as outlined in the 2026/27 Annual Performance Plan, is to build on these achievements and communicate the work of government in line with the Government Communication and Information System (GCIS) Strategic Plan 2025–2030. The work of government is aligned to the priorities of the Seventh Administration and the Medium-Term Development Plan (MTDP) 2024–2029.

We are committed to building adaptive communication systems that are innovative and continuously evolving and aligned with advancement in artificial intelligence (AI). The APP positions GCIS to lead government-wide communication transformation by ensuring that



communication remains citizen centred, credible, agile and resilient in an AI powered environment.

Central to this focus is the establishment of the Editorial Command Centre (ECC), which is intended to strengthen the quality, consistency, and coherence of content across all GCIS products and platforms. The ECC will serve as a centralised editorial mechanism, overseen by an Editor in Chief and an Editorial Board, to ensure the production of verified, high-quality, multi-format and multi-lingual content. This content will be disseminated through a structured channel-priority framework, with community media positioned as the primary point of distribution.

Lastly, the ECC does not constitute a new department or organisational unit. Rather, it consolidates existing GCIS functions into a single, well-governed editorial

workflow. No additional posts are created by the ECC, rather it will integrate existing capacity under clear editorial authority.

GCIS will use a combination of traditional and new media, including digital platforms such as national portals, mobile apps and social media to ensure that our messages reach all South Africans including those in rural areas. This includes using community radio stations in particular African language radio stations to ensure that people receive news and information in languages they prefer. Regular post-Cabinet media briefings will continue to be used to communicate the decisions of the Executive to the public.

The year 2026 also marks 30 years since the adoption of The Constitution and much of the work for GCIS will go out to communicate and celebrate the strides we have made in ensuring that provisions of the Constitution becomes a lived reality. We will also heighten communication on the work being done to prepare for the 2026 Local Government Elections and encourage South Africans to register to vote as well as communicate on the importance of the right to vote of which thousands of men and women fought and died for. In doing our work, we will do so within the guidelines on government communication during an election period. Ours will be to inform and educate and empower voters.

Other campaigns that will be supported during this period will include gender-based violence and femicide (GBVF), anti-corruption, and the rollout of the District Development Model (DDM) to unlock bottlenecks and fast-track service delivery. GBVF has now been formally classified as a National Disaster while steady progress is being in fighting corruption and rolling out the DDM.

GCIS will also continue to work with entities such as Media Development and Diversity Agency (MDDA)

and Brand SA to ensure alignment in communication and marketing the country as well as improving media diversity. The MDDA's 2025–2030 Strategic Plan which has been adopted as a roadmap for action commits the agency to transformative priorities designed to support community media.

Furthermore, we will in collaboration with Brand SA reposition the country as the best investment destination of choice. In 2025, Cabinet approved the Country Repositioning Strategy which defines South Africa's core Nation Brand value proposition and is built around coordinated communication, targeted stakeholder engagement and country-specific messaging to ensure resonance across diverse markets.

The APP also calls for a government-wide revitalisation of nation branding built on a unified narrative, streamlined platforms, coordinated campaign messaging, and strengthened collaboration between GCIS, Brand SA and the MDDA ensuring a unified South African brand domestically and internationally by 2030.

For the 2026/27 financial year, the GCIS is committed to achieving the targets set in the Annual Performance Plan which will ensure the effective dissemination of information so that citizens participate in our democracy and become part of our nation's social transformation.

Mr Kenny Morolong, MPP
Deputy Minister in The Presidency
Date: 31 March 2026



STATEMENT BY THE ACTING ACCOUNTING OFFICER

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As we enter the second year of implementing the GCIS 2025 – 2030 Strategic Plan, the 2026/27 APP builds on the foundational work laid in the previous year. This period marks a critical phase in our journey to empower South Africans through communication excellence, as we deepen the implementation of strategic initiatives aligned with the priorities of the 7th Administration and the MTDP 2024 – 2029.

The GCIS remains committed to its constitutional mandate to provide citizens with timely, accurate and accessible information that enables them to improve their lives and participate meaningfully in our democracy. In 2025/26, we initiated key programmes

to strengthen the government communication system, enhance digital transformation and expand the reach of our platforms and products. These efforts will be intensified in 2026/27, with a sharpened focus on impact, inclusivity and innovation.

During this APP period, we will continue implementing the NCSF 2025 – 2030, ensuring coherence and alignment across all spheres of government. The IGCP will guide our efforts to communicate government priorities effectively, while the Government Communication Excellence Tool (G-CET) will be used to monitor and evaluate performance across departments.

We will also advance the implementation of the GCIS Platform Strategy, which consolidates the use

of digital and traditional platforms to reach targeted segments of the population. This includes increasing the use of all official languages in our products, such as full editions of *Vuk'uzenzele* in languages other than English and expanding our presence on high-impact platforms such as GoZA TV and WhatsApp.

In support of development communication, the GCIS will intensify community and stakeholder engagements including dialogues, outreach campaigns and activations in rural and peri-urban areas. These engagements are vital for fostering active citizenry and ensuring that government communication is responsive to the needs of communities.

The APP also prioritises the professionalisation of government communication. Training programmes, in



partnership with the National School of Government (NSG), will continue to capacitate communicators with the skills required to navigate the evolving communication landscape. Our focus on digital skills, content production and strategic messaging will ensure that the GCIS remains future-ready.

Despite our progress, several challenges persist. These include unequal access to digital platforms, particularly in rural and peri-urban areas, which limits the reach of government communication.

The GCIS will address this through continued roll-out of zero-rated platforms, increased use of SMS and community radio and expansion of multilingual content to ensure inclusivity.

Furthermore, GCIS has experienced persistent budget cuts and high vacancy rates which impact programme delivery and organisational capacity. The GCIS will ensure strategic re-prioritisation of resources, enhanced procurement efficiency and partnerships with Sector Education and Training Authorities (SETAs) to support youth employment and skills development.

Coherence across departments and spheres of government to strengthen communication impact will be realised through strengthened coordination using the IGCP, while continuing to capacitate the cohort of government communicators through training and empirical communication insights from the GCIS Tracker research.

To ensure that we are performing against the set plan, the G-CET will be used to monitor compliance.

The rise of content generated by AI and social media manipulation, pose risks to public trust. In the 2026/27 financial year, the GCIS will enhance media monitoring, rapid response protocols (two-hour and six-hour cycles) and strategic partnerships to counter false narratives.

To ensure availability of content in all official languages, the department will invest in language services and prioritisation of multilingual editions of key publications such as *Vuk'uzenzele*.

Community media platforms remain underfunded and under-supported; however, through implementation of the Media Buying Strategy and allocation of advertising spend to community media, the GCIS will continue supporting sustainability of the community media sector through the MDDA.

In conclusion, the 2026/27 APP is both a continuation and a deepening of our strategic intent. It reflects our resolve to build a capable, ethical and developmental state through effective communication. We remain focused on delivering impactful, inclusive and responsive communication that empowers citizens and strengthens governance.

Ms Nomonde Mnu kwa
Acting Director-General
Date: 31 March 2026



OFFICIAL SIGN-OFF

It is hereby certified that this 2026/27 APP was developed by GCIS Management under the guidance of Minister in The Presidency, Ms Khumbudzo Ntshavheni. It considers all the relevant policies, legislation and other mandates for which the GCIS is responsible.

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

Mr Sathasivan Vandayar
Acting Deputy Director-General
(ADDG): Corporate Services

Signature:

Mr Sandile Nene
ADDG: Content Processing and
Dissemination

Signature:

Mr Michael Currin
DDG: Intergovernmental
Coordination and Stakeholder
Management

Signature:

Ms Nomkhosi Peter
Chief Director: Strategy and
Organisational Performance (S&OP)

Signature:

Ms Gcobisa Soci
Chief Financial Officer (CFO)

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Ms Nomonde Mnukwa
Acting DG (ADG) and Accounting
Officer

Signature:

Mr Kenny Morolong, MP
Deputy Minister in The Presidency

Signature:

Approved by:

Ms Khumbudzo Ntshavheni, MP
Minister in The Presidency

Signature:

Date: 31 March 2026

GLOSSARY OF TERMS

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

Term	Definition
Artificial intelligence (AI)	An engineered or machine-based system that can, for a given set of objectives, generate outputs such as predictions, recommendations or decisions influencing real or virtual environments. AI systems are designed to operate with varying levels of autonomy. In communications, AI has been identified as posing a risk for the spread of misinformation and manipulation.
Campaign	A defined, coordinated effort initiated by government on a particular issue, service or product to achieve specific objectives aimed at informing, influencing or engaging the public on key issues, policies or programmes.
Cluster Communication	Groupings of government departments with cross-cutting programmes that foster an integrated approach to governance aimed at improving government planning, decision-making and service delivery.
Cluster Communication Programme	A structured communication initiative designed by departments within the cluster to facilitate effective communication and engagement, and to inform and mobilise specific groups of people or citizens.

Term	Definition
Communication environment	The setting or context in which communication occurs. This includes the physical space, cultural norms, political context, media landscape and psycho-social dynamics that influence how messages are sent, received and interpreted.
Communication excellence	Conveying messages clearly, effectively and persuasively in various contexts to ensure that it is understood and acted upon in a way that builds trust, collaboration and achieves the desired outcomes.
Coordinate	Enabling communication and cooperation among government departments to ensure they are working in harmony to communicate with the public.
Communication training opportunities	Training programmes aimed at enhancing the skills of public servants and members of the Executive Authority (EA) to communicate effectively with citizens and stakeholders.
Development communication	The art of informing and educating people on their rights, obligations and responsibilities as citizens, government's socio-economic programmes and opportunities and how to access them for their well-being.
Digital transformation	Integration of digital technology across all areas of an organisation to create new or modify existing business processes, culture and customer experiences to meet changing business and market requirements. Digital transformation modernises processes, products, operations and technology to enable continual and rapid innovation in product and service delivery. This integration fundamentally changes how a department operates and delivers valued services to citizens to promote service delivery.

Term	Definition
Effective communication	Convey information or a message clearly, unambiguously, transparently and consistently so that the intended recipient understands it as intended.
Empowered citizens	Empowered citizens possess the knowledge, skills, confidence and resources to actively participate in societal, political and economic processes. They can make informed decisions, advocate for their rights and influence policies and actions of government or other institutions. They are able to exercise active citizenry and hold government to account through two- way communication and engagement.
Engagement rate	The level of interaction that users have with GCIS social media content. It measures how audiences respond to, participate in, or connect with posts beyond simply viewing them.
Facilitate access to information	Create an environment where information is easily accessible and flows transparently, accurately and efficiently to ensure that the public is informed, engaged and able to participate in activities affecting them.
Government communication system	Structures, processes, technologies and strategies used by government to efficiently disseminate information, and collaborate with other government entities and citizens to ensure that messages are delivered effectively, transparently and timeously.
Government communicator	A professional public servant employed in a national, provincial or local government department who oversees communication strategies and plans for government departments or ministries and ensures the execution of the communication plans.

Term	Definition
Government Communicators' Forum (GCF)	A platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil its commitment to accelerate service delivery and achieve mutual objectives.
Government Communication Plan	A strategic framework that outlines how government will communicate with the public and stakeholders to ensure that messages are clear, consistent and aligned with the overall government objectives and public interests.
Influence	Power or ability to guide, inspire, encourage and affect individual thoughts, feelings or actions. It involves shaping opinions, behaviours or decisions to create positive and meaningful impacts in personal, professional or societal contexts.
Informed citizens	An informed citizen is knowledgeable about their rights, responsibilities, government policies, societal issues and current events. Informed citizens have access to and are equipped with accurate, timely and relevant information.
Internal Communicators' Forum (ICF)	A platform where government communicators discuss strategies aimed at empowering public servants with information relating to government programmes and services so that they can be ambassadors in their communities.
Key messages	Central and carefully crafted messages to ensure clarity, consistency and alignment with government priorities and policies, services and products. Key messages are brief, clear and concise messages/statements often used to communicate complex information in a simple and easily understandable way.

Term	Definition
Lead	Managing and directing how government communicates with the public, media and other stakeholders by developing and implementing strategies, ensuring consistent and transparent messaging, handling media relations and addressing crises.
Language usage	The use of language to foster relatability and understanding of the message by the target audience.
Marketing, Advertising, and Communications (MAC) Charter Council	A leading authority in the media, advertising and communications industry, dedicated to promoting diversity, equity and innovation in the sector. The MAC Council was established under the auspices of the Broad-Based Black Economic Empowerment (B-BBEE) Act of 2003.
Opinion pieces	Official articles authored by government representatives to express views on policies, initiatives or current events to inform, persuade and build public support by providing insight into government actions or perspectives.
Platforms	Systems, technologies or infrastructure that facilitate interaction, communication or information between users, such as social media platforms and messaging applications.
Proactive communication	Intentional, transparent and timely efforts to share information, address concerns and engage with members of the public before issues escalate. In proactive communication, the government or government departments voluntarily share information, provide updates, address concerns and tackle potential problems. This builds trust and accountability and collaboration with citizens.

Term	Definition
Products	Materials or tools designed to support communication efforts by conveying messages, information or ideas to an audience, often a particular segment of the population.
Professional	A professional government communication system is one that is ethical, credible, coordinated, and staffed by suitably qualified and skilled communicators who ensure consistent, high-quality, and citizen-focused communication across government.
Project	A temporary initiative with specific timeframes to address societal needs and serve the public interest. Projects involve a coordinated series of carefully planned activities that are executed to achieve a specific objective. Projects may be undertaken as part of a campaign.
Tracker survey	Quantitative, nationally representative research survey conducted by the GCIS to assess citizens' overall sentiments about the country, their opinion on government's performance in all priority areas, information needs and communication preferences.
Vuk'uzenzele	GCIS's flagship product and free digital newspaper aimed at keeping communities in rural and peri-urban areas informed about the policies, programmes and activities of government as well as enhancing access to socio-economic opportunities. <i>Vuk'uzenzele</i> is mainly targeted at Rooted Realists and City Seekers.
Well-functioning government communication system	A coordinated and efficient system that ensures coherent messaging, consistent positions and uniformity of messages across all three spheres and all components of government.

PART A: OUR MANDATE



1.1 CONSTITUTIONAL MANDATE

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

In 1998, the South African Communication Service was dissolved and the GCIS established by Cabinet, largely based on 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 improving 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 govern given by the citizens of South Africa. The strategic intent speaks of necessity and therefore of the broad agenda of the manifesto of the governing party. Therefore, the GCIS is responsible for providing strategic leadership and coordinating a government communications system that ensures that the public is informed and have access to information on government programmes and policies that benefit them.

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: Section 41 – Cooperative Governance Values; Section 195 – Basic Values and Principles Governing Public Administration; Section 231 – International Agreements.

1.2 LEGISLATIVE AND POLICY MANDATE

Legislative mandate

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

- **Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), as amended**

Section 27(4) of the PFMA of 1999 provides the basis for the development of measurable objectives which must be included in national and provincial institutions' annual budgets. Sections 40(3) and 55(2) provide the basis for reporting performance against predetermined objectives in institutions' annual reports.

- **Media Development and Diversity Agency (MDDA) Act, 2002 (Act 14 of 2002)**

To establish the MDDA; to provide for its objective and functions; to provide for the constitution of the Board and the management of the agency by the Board; to provide for the Chief Executive Officer and other staff of the agency; to provide for the finances of the agency; to provide for the support of projects aimed at promoting media development and diversity; and to provide for matters connected therewith.

- **Brand South Africa (SA) Trust Deed**

To develop and implement proactive and coordinated marketing, communication and reputation management strategies for South Africa. The aim is to contribute towards economic growth, job creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of Brand SA.

- **Electronic Communications Act, 2005 (Act 36 of 2005)**

To promote convergence in the broadcasting, signal distribution and telecommunications sectors and to provide the legal framework for convergence of these sectors; to make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting services; to provide for the granting of new licences and new social obligations; control of the radio frequency spectrum; the continued existence of the Universal Service Agency and the Universal Service Fund and to provide for matters incidental thereto.

- **Use of Official Languages Act (UOLA), 2012 (Act 12 of 2012)**

The UOLA of 2012 strives to give effect to the constitutional obligation of multilingualism. The legislation requires that every national department, national public entity and national public enterprise must adopt a Language Policy and establish a Language unit.

Policy mandates

The work of the GCIS is guided by the:

- Government Communication Policy (GCP), approved by Cabinet in October 2025; and
- National Communication Strategy Framework (NCSF) 2025-2030 (approved by Cabinet on 26 February 2025).

PART B: OUR STRATEGIC FOCUS



2.1 VISION

Empowering South Africans through communication excellence.

2.2 MISSION

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

PAY-OFF LINE:

The pulse of communication excellence in government.

2.3 ORGANISATIONAL VALUES

Value	Meaning and behaviour associated with the value
Professionalism	<ul style="list-style-type: none"> The organisation strives to always operate at the highest level of professionalism in all business dealings. Professionalism is embodied in friendly, polite and business-like behaviour. It drives a person's appearance, demeanour and professional interactions, providing others with a positive first impression. Officials should demonstrate professionalism by being courteous, honest and 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.

Value	Meaning and behaviour associated with the value
Diversity	<ul style="list-style-type: none"> The department contributes to democracy and equality by promoting a safe, positive and nurturing environment for everyone. Officials should recognise and respect that each person is different. This difference can refer to race, ethnicity, gender, gender preference, age, religious beliefs, socio-economic status or other ideologies. Officials should strive to understand and embrace each other's points of view, beyond simple tolerance, thus giving everyone the opportunity to express themselves. This attitude should extend to the public.
Openness and transparency	<ul style="list-style-type: none"> The organisation should always be open with its communications, disclose all relevant information, and be accountable for its actions. Transparency demands that the department and its officials are always straight forward and honest in their dealings. Officials should provide colleagues and clients with access to accurate, relevant and timely information. The department recognises that transparency and accountability are essential for good governance.
Innovation	<ul style="list-style-type: none"> The department strives to be receptive to new ideas and adopt a flexible approach to problem-solving. Officials are encouraged to think beyond the norm. Officials are encouraged to help each other address issues that cannot be addressed by a person working in isolation.
Honesty and integrity	<ul style="list-style-type: none"> Officials should exercise honesty in all their business dealings and strive to always protect the department's integrity. Officials should commit to the actions they have undertaken on behalf of their clients. The department strives for equity, fairness and good ethics in its decision-making and expects its officials to do the same regarding one another. The department honours its commitments to build a foundation for trust.

3. SITUATIONAL ANALYSIS

1. Introduction

GCIS plays a critical role in supporting the South African government's agenda through strategic communication and information dissemination. The 2026/27 APP outlines GCIS's commitment to enhancing coordinated, inclusive and transparent communication to foster active citizen engagement and trust in government.

South Africa continues to face socio-economic challenges including unemployment, inequality and economic recovery pressures post the COVID-19 pandemic. These challenges underscore the need for effective communication that promotes government priorities, builds public awareness and combats misinformation.

The GCIS is mandated to coordinate government communication across departments and spheres, ensuring messaging alignment and accessibility to all South Africans. In a rapidly evolving digital landscape, the GCIS is committed to leveraging digital platforms while maintaining grassroots and community outreach to reach diverse populations across the country.

The GCIS enters the 2026/27 planning period amidst a dynamic and rapidly evolving communication environment. This period is particularly shaped by the scheduled 2026 LGEs and the transition to a Government of National Unity (GNU). As the central communication hub for government, GCIS must ensure that its operations and strategic focus areas respond effectively to both persistent and emerging internal and external challenges. A robust situational analysis is therefore critical to shaping an APP that is responsive, citizen-focused and aligned with national development priorities.

GCIS continues to play a pivotal role in positioning government programmes at the centre of public awareness. Its mandate to coordinate government communication across spheres places it in a unique position to influence democratic participation, transparency and citizen trust. The 2026/27 APP builds on this foundation with a forward-looking, inclusive and evidence-based approach.

2. The mood of the country

The GCIS conducts a public perception survey, known as the Tracker to assess the national mood. Findings indicate that pessimism is steadily increasing, regardless of where South Africans reside or their socio-economic status. This sentiment is evident in the GCIS Tracker research conducted between July and August 2025, which shows that three-quarters (75%) of South Africans are of the view that the country is going in the wrong direction.

Similar trends were observed in the IPSOS survey, where a majority of South Africans (61%) expressed the same concern. Ongoing economic pressures, social challenges, and poor governance continue to weigh heavily on citizens.

This growing pessimism is reflected across key demographic groups. The most significant declines in optimism were recorded among the Metro Mobiles and Cosmopolitan Capital segments, as well as among individuals aged 45 to 59 years. Provincially, KwaZulu-Natal and Gauteng were particularly affected the most, with positive sentiment, declining by 27 and 18 percentage points, respectively.

The research further revealed highly volatile public confidence in key basic services, particularly healthcare and education. Following a significant but short-lived increase in satisfaction during late 2024 (October to November), confidence in public clinics and hospitals declined by mid-2025 and has

remained low and unstable. Recent approval ratings stand at 40% for clinics and 35% for hospitals. Similarly, public approval of the government's handling of education significantly declined from 66% in late 2024 to 56% in mid-2025.

South Africans remain deeply concerned about the government's response to economic issues, crime and corruption. One of the underlying concerns is that persistent unemployment continues to fuel economic hardship and social instability.

The findings further highlight a significant disconnect between government communication efforts and public awareness of key national initiatives. Despite the importance of campaigns on job creation, anti-corruption, and GBVF, public recall remains alarmingly low 29%; 27% and 47% respectively.

Even more concerning is the widespread unfamiliarity with the GNU, a major political development in South Africa. This communication gap risks undermining the effectiveness of government programmes, weakening public engagement and may suggest that current outreach strategies are not resonating with or reaching the intended audience. Addressing this gap is therefore critical to fostering informed citizen participation and ensuring accountability.

Public confidence in the government's handling of social grants remains relatively strong at 61%, reflecting continued support for the overall outcomes of the grant system; though a decline was observed compared to previous data point. Notably, 55% of respondents during the July to August 2025 period expressed satisfaction with the application process. Nevertheless, the data also points to opportunity for improvement, particularly in streamlining administrative procedures to enhance the user experience and build even greater public trust.

Confidence in immigration management remains low, having declined from 30% to 25%. In contrast, approval of government efforts in peace-making and conflict resolution remains higher at around 40%, despite a four percentage-point decline in the current period. While government is viewed more favourable in maintaining peace, persistent weaknesses in the Border Management Agency (BMA) and broader immigration policy continue to erode public confidence, signalling the need for urgent and visible reforms to restore public confidence in immigration governance.

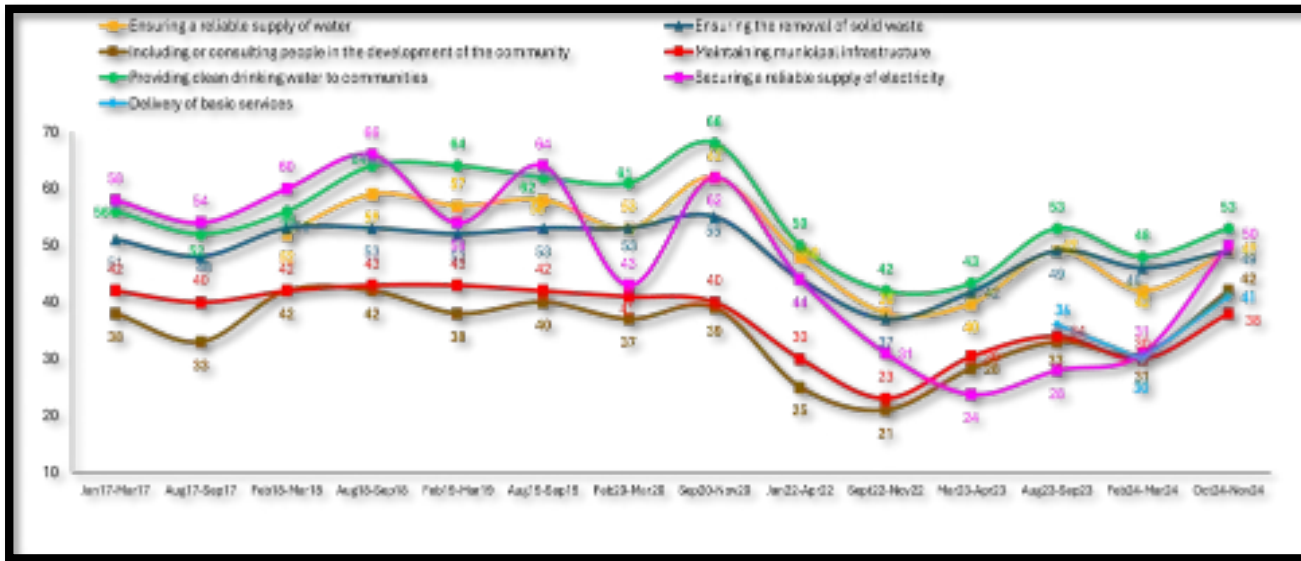
As shown in the graph below, approval of government performance in providing clean drinking water to communities stabilised at 53%, compared to the previous data point. Approval of electricity supply declined slightly, from 50% in late 2024 to 47% in 2025.

The findings indicate that the public places the greatest demand on information related to economic opportunities and personal growth. For most individuals, urgent economic concerns take precedence, with employment and financial security emerging as top priorities. While issues such as corruption reporting and service delivery failures remain important, they are viewed as less critical in comparison.

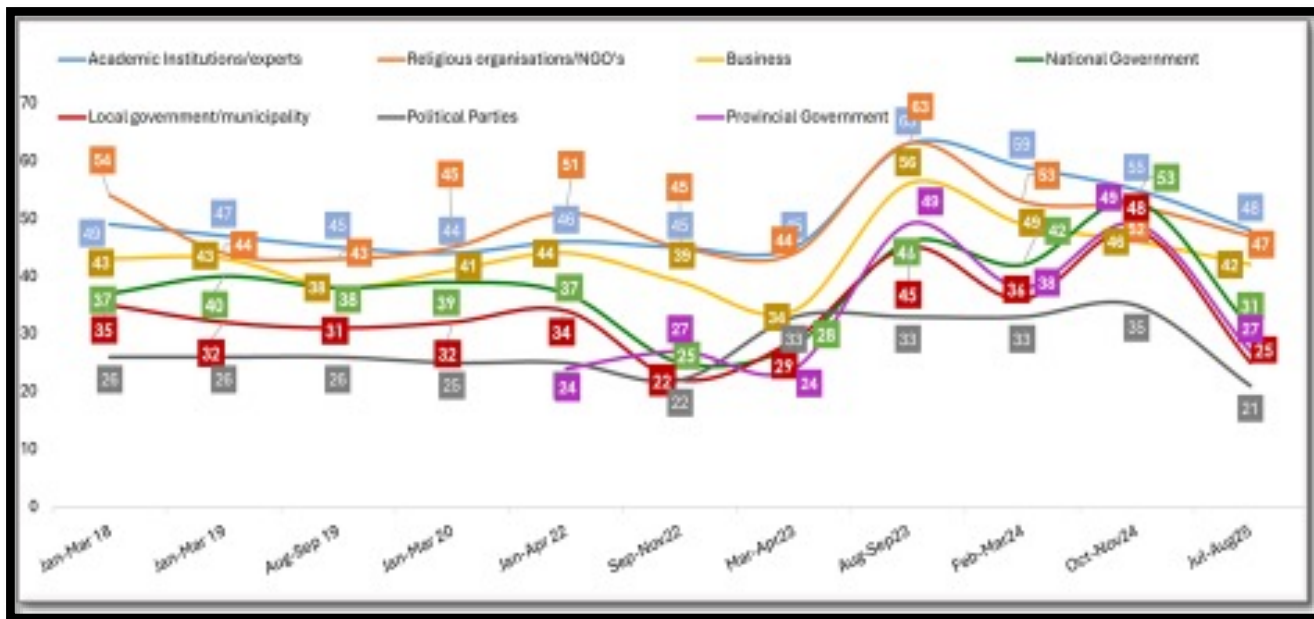
In April 2025, the GCIS conducted a baseline study to assess public awareness of the G20 Summit. The results revealed that participants had limited knowledge of pre-summit activities, largely attributed to what they perceived as inadequate communication around the event. Respondents emphasised the need for broader public engagement, calling for multi-platform promotion and the use of translations to enhance accessibility and stimulate interest in such

forums. Despite communication efforts undertaken, Tracker data from July to August 2025 indicates that only 30% of South Africans were aware of the G20 Leaders' Summit that was scheduled for November 2025.

Public trust in institutions is deeply polarised. While academia, the media, and non-governmental organisations (NGOs) continue to enjoy relatively high levels of credibility, the government and political parties record significantly lower trust scores, as reflected in the table below. Political parties are perceived as the least trustworthy institutions, underscoring a broader lack of confidence in the political system. Although citizens continue to rely on the state for the provision of essential basic services, declining trust in government remains a significant concern.



Graph 1: Source GCIS Tracker (Jul 25 - Aug 25) Public perception of government performance in basic service delivery



Graph 2: Source GCIS Tracker (Jul 25 - Aug 25) Public trust in institutions

To rebuild public confidence, government communication strategies should place greater emphasis on clear, tangible improvements at community level. Demonstrating measurable progress in key service delivery areas such as crime prevention, job creation and infrastructure maintenance, would help reinforce accountability and strengthen trust.

The Tracker survey further highlights the importance of a multi-platform communication approach to effectively reach the public. While TV remains the primary source of information across all population groups, urban and more affluent audiences increasingly rely on digital platforms such as social media. In contrast, Rooted Realists continue to depend on traditional and community-based media, particularly radio. To be effective, government

communication campaigns must be tailored to these diverse media consumption patterns.

South Africa has long been regarded as a hopeful and resilient nation; however, recent data points to a shift in public sentiment regarding racial harmony and national pride. Confidence in a happy future for all races declined from 74% in late 2024 to 63% by mid-2025; while approval of inter-racial relationships fell from 44% to 33% over the same period.

National pride also saw a modest decrease, with 77% of South Africans expressing pride in being South African, down from 83% previously. These trends highlight the need for renewed efforts to foster unity, strengthen social cohesion, and reinforce a shared sense of national identity.

3. System coordination

Communication at all levels of government plays a strategic role of ensuring that citizens are informed and empowered through information on its programmes and policies. As part of the continuous professionalisation of the government-wide communication system, the GCIS working with government communicators across all the spheres of government, engaged in revising the GCP of 2018.

Developments in the legislative and communication environment space have had a direct bearing on the 2018 GCP. To strengthen the policy, the GCIS conducted a benchmarking exercise on government communication policies from various countries to identify international best practices. The findings from the benchmarking highlighted:

- The African continent (Kenya, Ghana, Lesotho) still grapples with media freedom, telecommunication frameworks; and does not have legislated government communication policies.
 - The lack of an overarching strategy in Kenya is said to have resulted in the fragmentation of audiences, messages and objectives.
- The Norwegian's GCP focuses on transparency, accessibility and accountability to strengthen public trust.
- Communication in Sweden is based on a set of core values of openness, objectivity, comprehensibility, relevance and topicality. Similar to the South African GCP, the Prime Minister's Office has the ultimate coordination responsibility for both internal and external communication.
- Finland: The Government Communications Department under the leadership of the Prime

Minister, is responsible for the government's joint communications and for coordinating the external communication of the Ministries and the central government. Values of openness, reliability, impartiality, intelligibility, interactivity and service-mindedness guiding communication are set out in the Government Communications Guidelines.

- Most BRICS countries do not have communication policies, but India has the Central Bureau of Communication to educate people, both rural and urban, about the government's policies and programmes to evoke their participation.
- The Canadian Policy on Communications and Federal Identity provides context and rules for how the government should communicate with the public on policies, programmes, services and initiatives. It emphasises the importance of communication for public trust in the government.
- New Zealand's GCP focuses on accessibility, transparency and professional standards, ensuring that all New Zealanders can access information and that government communication is accessible to diverse needs, including via digital platforms and alternate formats.
- The United Kingdom has a Functional Standard which closely mirrors South Africa's policy.

Key revisions to the GCP

- 3.1. Funding limitations in government communication hinder resource availability, affecting the reach and inclusivity of messaging to the population in their preferred languages and platforms. Therefore, the policy stipulates that institutions must allocate one to 5% of their operational budgets to communication.

- 3.2. Also, it stipulates that 30% of advertising spend of institutions must be spent on community and small commercial media. There is also particular attention to the use of social media as a growing platform of communication, and consideration to the role played by community media in reaching the grassroots and support required from government with advertising. Ringfencing for advertising on community media is proposed.

- 3.3. Revisions on crisis communication provide clarity on the role of Heads of Communication (HoCs) and type of incidents that could constitute a crisis.

- 3.4. The policy makes provision for the correct tools to use in the selection of platforms for placement of government messages.

The IGCP was approved by Cabinet in October 2025.

4. Communication sector policy changes and developments

South Africa's Information and Communication Technology (ICT) sector is undergoing a digital transformation characterised by rapid growth in mobile services and broadband investments and this has significant benefits and unintended consequences to community, print and digital media as well as for the advertising sectors that fall under the GCIS's mandate.

The establishment of newspapers firstly coincided with developments that occurred during the First Industrial Revolution. Notably, the discovery of diamonds and then gold in the late 19th century led to a rapid growth of towns around the mines, which led to a flowering of newspapers in the country.

In the current state, social media and other online news sources have become an integral part of modern society. This along with excess print, distribution and transport costs; reduction in newspaper subscribers; dwindling circulation figures coupled with reduced advertising budgets have forced publishers to close down while others have become loss-making or liability enterprises.

The role of the community and commercial newspapers in post-apartheid South Africa has largely been tied to the ideas of nation building that encapsulate reconciliation and democratic citizenship. According to the State of ICT Industry Report by the Independent Communications Authority (ICASA) in 2024, the broadcasting sector faced revenue challenges, primarily driven by a declining subscription revenue despite a slight increase in TV subscribers.

Pay TV subscriptions showed marginal growth, although the overall trend indicates market pressure from the rising popularity of digital on-demand services. Advertising revenue demonstrated resilience. The sector needs to adapt by enhancing content offerings and exploring innovative subscription models to remain competitive. In 2024, broadcasting employment overall decreased by 4.34%.

Female employment decreased by 4.35% while males decreased by 4.33%. Broadcasting advertising revenue increased by 6.73% from R5.8 billion in 2023 to R6.2 billion, showing resilience amidst other revenue challenges. Revenue from other sources such as government grants and infomercials, remained relatively inconsistent.

GCIS is extremely concerned about the status of community media; where the country initially had 300 community radio stations and due to closure, there are currently 206 community radio stations as demonstrated by the graph below:

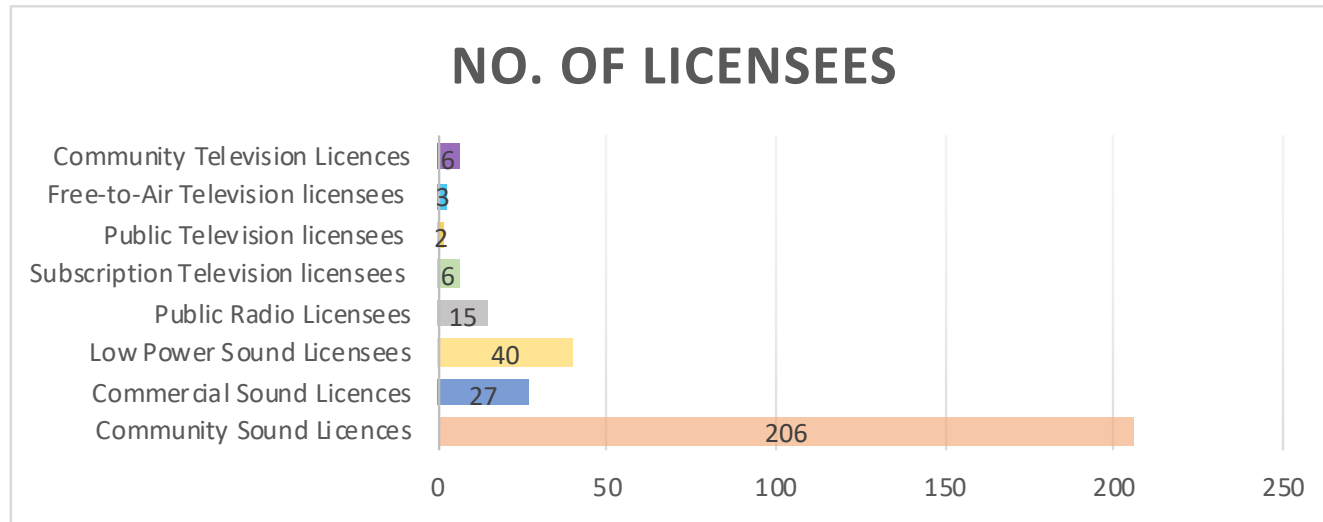


Diagram 3: ICASA Licencees

Notwithstanding the above, the GCIS established a GCIS-led Policy and Regulatory Forum. The objective of the forum among other things, is to support GCIS in providing an enabling environment and shared growth of the South African economy through the development and implementation of effective policy and legislation. The forum is meant to create a platform led by GCIS in which policies, legislation and regulations that affect or enhance the sector are formally discussed and inputs made to relevant structures. The forum therefore is established to bridge the gap as the creative industries (in particular the audio-visual and media content industries), are a concurrent competency of the departments of Communications and Digital Technologies (DCDT); Trade, Industry, and Competition (the dtic); Small Business Development (DSBD); Sport, Arts and Culture (DSAC); GCIS and various agencies.

5. Performance overview: 2025/26

The 2025/26 financial year was a period of significant political transition and public communication demand. The GCIS successfully navigated the formation of a GNU, supported South Africa's G20 Presidency and drove key national campaigns.

This performance overview outlines the key performance outcomes, extracts critical lessons learnt and provides recommendations to strengthen the government-wide communication system for the 2025–2030 Strategic Plan period.

5.1. Key performance highlights: (2025/26)

- Strategic Coordination: Cabinet approved the five-year NCSF, ensuring message coherence and alignment with the MMTDP.

- Cabinet further approved an update to the GCP of 2028.
- Public reach and engagement: Conducted two waves of the Tracker survey.
- Combatting misinformation: Successfully ran a series of campaigns and fostered strategic partnerships to ensure that South Africa remains responsive to international developments and technologically adaptive in its approach. Among the key engagements, GCIS has aligned with global norms and standards as outlined by the International Telecommunication Union (ITU) and the United Nations (UN), particularly in areas concerning digital integrity and information disorder. Furthermore, GCIS has established collaborative relationships with major digital platforms such as Meta, TikTok and Google. These partnerships are instrumental in countering disinformation, especially during high-risk periods such as elections and national crises, by enabling real-time monitoring, content moderation and public education initiatives.
- Digital transformation and advancement: Continued roll-out of the Digital Transformation Strategy and adopting technology for improved communication and engagement.
- Financial governance: Achieved a clean audit from the Auditor-General of South Africa (AGSA) for the 2024/25 financial year; demonstrating sound governance, prudent financial management and accountability.
- Inclusive procurement: GCIS has exceeded its targets on the use of operational budget supporting businesses owned by women, youth and persons with disabilities (PWDs) and in support of rural and township economies.

- Developed a Research Strategy to advance the use of research and an evidence-based approach to communication planning and execution.
- Developed a Platforms and Channel Strategy to foster increased relevance of GCIS products and platforms in a multichannel communication environment.
- Commenced the drafting of a government wide Media Buying Policy, consultations across all three spheres of government are underway and an implementation plan will be developed for the rollout of the policy.
- Rapid Response: piloted two new indicators that have progressed the role of GCIS in rapid response and in managing government's reputation.
- Engaged the Government Advisory and Technical Centre (GTAC) to develop a new operating model for GCIS.

5.2. Critical lessons learnt

- a. Agility is non-negotiable: The shift to a multi-party GNU required rapid, nuanced messaging to assure the public and maintain confidence in state institutions. GCIS must be structurally and strategically agile to manage political transitions.
- b. The digital divide is a communication barrier: While digital platforms are essential for reaching younger audiences, over-reliance on English and digital media excludes significant portions of the population. A multi-platform strategy using community radio, print and all official languages remains vital.

- c. System-wide capacity is a persistent challenge: Findings from the G-CET reveal that 39% of national departments lack a funded Communication Strategy and 34% operate without sufficiently skilled personnel. This undermines the entire government communication system.
- d. Community media is vulnerable: Community broadcasters and print media are essential for grassroots engagement but face severe sustainability challenges, threatening a key pillar of our democracy.
- e. Internal systems impact service delivery: Migrations to new financial and procurement systems (e.g. Invoice Tracking System) caused significant delays in paying service providers, highlighting that internal digital transformation must be seamless to maintain operational integrity.

The GCIS has demonstrated its critical role in fostering an informed citizenry and coordinating government messaging during a complex period. The 2026/27 financial year will be defined by continued implementation of the NCSF in a complex environment. Building on the lessons from the GNU transition and G20 Presidency, our focus must be on defending the public discourse from misinformation, future-proofing our communication system through digital investment and ensuring inclusivity by safeguarding community media. The GCIS will lead this effort by strengthening its own internal capabilities while driving system-wide coordination and capacity building.

5.3. A new operating model for the GCIS

During 2025/26, the GCIS appointed the GTAC to support with reviewing its operating model. The need for such a review arises from the requirement

to be agile and effective, in particular to allow the organisation to be at the forefront of breaking news, through a 24-hour service, using both digital media as well as conventional print and electronic media.

Subsequently, GCIS and GTAC entered into a Memorandum of Agreement (MoA) and Project Charter to provide this support. The project has three key deliverables

- i. A **situational/diagnostic analysis** to determine the suitability of the GCIS's existing operations to execute its mandate and strategy and to deliver its services, considering the directives and guidelines issued by the Department of Public Service and Administration (DPSA) pertaining to the development or review of a department's Service Delivery Model, blended with GTAC's diagnostic methodology.
- ii. A **benchmarking exercise**, to compare the GCIS's operating model, corporate form, services and institutional capabilities with government communication organisations in other countries that operate in similar socio-economic, political and constitutional/legislative environments.
- iii. Deliverable (1) and (2) would enable the development of **proposals around the desired operating or service delivery model for the GCIS**, including its required services, modes/methods of service delivery, institutional capabilities and corporate form.

To date deliverables (1) and (2) have been finalised and the process is underway to define a new operating model for consideration by GCIS Management and the Executive Authority (EA).

6. External environment analysis

The external environment continues to shape GCIS's priorities and strategic posture.

6.1. Political

The political environment in 2026/27 will be significantly shaped by the LGEs and the transition to a GNU. These developments present both opportunities and risks for communication. On one hand, elections create a platform for strengthening civic education, encouraging democratic participation, and reinforcing constitutional values. On the other hand, they heighten the risk of perceived partisanship in government communication, which could erode public trust if neutrality and factual accuracy are not consistently upheld. Within the GNU, the potential for internal disputes requires careful communication management to ensure that unity, stability, and service delivery remain at the centre of public messaging.

6.2. Economic

South Africa's economy remains under considerable pressure, characterised by fiscal constraints, high unemployment, and slow growth. Citizens expect government communication that is transparent, credible, and responsive to their daily socio-economic realities. Budgetary constraints necessitate cost-efficient approaches to campaigns and platforms, while trade dynamics such as tariffs, multilateral agreements, and diplomatic relations create communication imperatives around opportunities for growth and challenges to economic resilience. In this environment, GCIS must demonstrate value by delivering impactful communication that promotes economic recovery and service delivery while managing public expectations.

6.3. Social

Persistent social challenges, including inequality, high youth unemployment, and pervasive crime and GBVF, shape the expectations and attitudes of South African citizens. Trust in government remains fragile, particularly among young people who feel excluded from economic opportunities and decision-making processes. In such a context, inclusive and participatory communication is essential, ensuring that diverse voices are acknowledged and that information reaches communities in languages and formats they understand. GCIS must use communication not only as an information tool but also as a mechanism to foster unity, rebuild trust, and encourage active citizenship.

6.4. Technological

The technological environment continues to evolve rapidly, presenting both opportunities and challenges. Digital platforms are reshaping information flows and enabling new forms of citizen engagement, but persistent inequalities in access driven by high data costs, limited infrastructure, and rural connectivity gaps restrict their full potential. Similarly, disinformation and cyber vulnerabilities threaten the credibility of government communication. To remain effective, GCIS must embrace digital innovation while building resilience against cyber threats, expanding platforms such as GoZA TV and Vuk Talks, and adopting real-time analytics to engage citizens more effectively and counter misinformation.

6.5. Environmental

Climate change and environmental risks present a growing area of focus for government communication. South Africa faces increasingly unpredictable weather patterns, water scarcity, and declining land productivity, alongside deteriorating infrastructure that is ill-equipped to withstand environmental shocks. These challenges threaten

food security, public health, and social stability. Effective communication on resilience, adaptation, and sustainability is therefore essential. GCIS must ensure that climate-related messaging is accessible, practical, and framed in ways that encourage behavioural change while aligning with broader national development and sustainability goals.

6.6. Legal

The legal environment demands strict compliance with regulatory frameworks such as Promotion of Access to Information Act (PAIA) of 2000, Protection of Personal Information Act (POPIA) of 2013, Public Finance Management Act (PFMA) of 1999. For GCIS, this requires ensuring that all communication remains lawful, ethical, and aligned with democratic principles.

However, the department faces the challenge of having no enforcement authority over communication practices across government, relying instead on collegiality and professional standards among government communicators. Growing litigation against the state also places pressure on communication to be precise, accurate, and defensible. In this context, legal compliance is not only a requirement but also a critical safeguard for government credibility and public trust.

6.7. Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis

The PESTEL analysis underscores the imperative of neutrality during elections, cost-efficient messaging under fiscal pressure, inclusive communication in the face of inequality, accelerated digital transformation accompanied by cyber risks, proactive communication on climate resilience, and strict compliance with legal frameworks.

POLITICAL	ECONOMIC
<ul style="list-style-type: none"> Perception of partisanship in communication could undermine trust in government communication broadly. Risk of internal disputes in the GNU could weaken public trust if not communicated effectively. Pressure to demonstrate service delivery progress, while managing public expectations and political contestation. 	<ul style="list-style-type: none"> Budget constraints require cost-efficient, transparent messaging. Tariffs, trade wars, and diplomatic relations affect market access. Bilateral or multilateral trade agreements (e.g. free trade zones, preferential tariffs) create opportunities or constraints.
SOCIAL	TECHNOLOGICAL
<ul style="list-style-type: none"> Address inequality with inclusive and participatory communication. High levels of unemployment. Declining levels of trust in government. Prevalence of misinformation and disinformation. High levels of crime and GBVF. 	<ul style="list-style-type: none"> Embrace digital innovation while managing cyber risks and exclusion. Insufficient infrastructure to distribute internet. Access to rural communities. High data costs impacting access to GCIS Information on social media and digital platforms.
ENVIRONMENTAL	LEGAL
<ul style="list-style-type: none"> Prioritise climate-related communication and risk mitigation. Increasingly unpredictable climate change resulting in damages from extreme weather events. Aging and inadequate infrastructure not suited to withstand changing weather patterns. Water scarcity and declining water quality worsening due to deteriorating infrastructure and poor maintenance. Air pollution exposure is rising as a result of ongoing industrialisation. Declining land productivity poses risks to food security. Slow adoption and limited access to climate adaptation and mitigation technologies hinders resilience. 	<ul style="list-style-type: none"> Strict compliance with POPIA, PAIA, PFMA and electoral laws. The GCIS has no authority to enforce any communication practice regulations and relies on collegiality and ethical practices by government communicators. Growing litigation against government.

Table 1: PESTEL analysis

7. Internal environment

Internally, GCIS must consolidate its strengths while addressing persistent gaps. The department's mandate as the lead coordinator of government communication remains a strong institutional asset, yet fragmentation and inconsistent planning across departments continue to hinder effectiveness. Budgetary and staffing constraints weigh heavily, limiting the capacity to deliver on expanding demands. Critical skills shortages in areas such as digital communication, social media management, and data analytics highlight the need for targeted recruitment and training. While digital tools such as Signing Hub and the Invoice Tracking System have contributed to modernised operations, full integration and the adoption of analytics-driven planning remain incomplete. Monitoring and evaluation systems remain heavily output-focused, capturing the number of products or activities but not their impact on citizen awareness, trust, or behaviour. This shift is a key thrust of the 2025-2030 Strategic Plan and annual plans must demonstrate progress in attaining this ambition.

7.1. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis

The SWOT analysis highlights GCIS's constitutional mandate, strong intergovernmental networks and community media platforms as core strengths, but also reveals weaknesses in funding, staffing, and monitoring and evaluation (M&E) effectiveness. Opportunities lie in expanding digital reach, leveraging elections for civic education and deepening evidence-based approaches, while threats include disinformation, politicisation of messaging, fragile community media and declining trust in government institutions.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong intergovernmental networks, and community media platforms. • An experienced and committed staff complement. • Effective operation of communication structures across the government system. • A strong provincial, district and local footprint through the GCIS's provincial and district offices. • Satisfactory level of participation in the government cluster system. • Motivated staff committed to their work. • Strong relations with the media. 	<ul style="list-style-type: none"> • Funding and capacity constraints. • Under-utilisation of available off-the-shelf software solutions to enhance communication performance and internal workflows. • Sub-optimal support mechanisms for community media, limiting reach and grassroots engagement. • Gaps in digital and data analytics skills. • Weak integration and coordination across departments.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Using upcoming elections as a civic education platform, capitalising on digital expansion for crisis communication and misinformation management to safeguard democratic processes. 	<ul style="list-style-type: none"> • Mis/mal/disinformation. • Politicisation of messaging. • Cyber vulnerabilities. • Declining public trust. • Fragile community media.

Table 2: SWOT analysis

7.2. Human resources

In keeping up with the objective to ensure a skilled and a capable workforce, the department developed 2025/26 WSP which was submitted to Public Service Education and Training Authority (PSETA) by 30 April 2025. The department finalised the Training Plan by 24 April 2025. The Training Plan was compiled based on employees' Personal Development Plans (PDPs) as informed by the Skills Audit of 2022/23 outcomes. The approved Training Plan included APP targets of 5% enrolment of Senior Management Service (SMS) and Middle Management Service (MMS) members on Executive Management Leadership and Management Development Programmes respectively.

The department plans to train 20% of employees on communication, digital and coordination skills during the 2025/26 financial year.

In addition, the Management Committee (MANCO) has identified and approved additional training interventions to improve the management and leadership capability of its SMS senior management members. The department awarded 16 bursaries to staff for qualifications ranging from Higher Certificates to Masters Degrees in the fields of Public Administration, Journalism, Strategic Communication and Integrated Communication among others.

The department approved the 2025/26 Recruitment Plan with 41 vacant posts to be filled during the financial year. The 41 posts include prioritised posts from the 2024/25 Recruitment Plan, replacement posts from 2024/25 as well as newly prioritised posts. Out of 41 vacant funded posts advertised, thirty-six (36) posts were filled as at March 2026. Of these 36 posts, 30 candidates have already assumed duty, five will assume duty 1 April 2026 and one will assume duty 1 May 2026. Of these filled posts, ten (10) were filled by internal candidates and twenty six (26) by external candidates. During the same period (from April 2025 to March 2026), nineteen (19) employees left the department. As a result, and despite the filling of some vacant posts, the overall vacancy rate remained at 8%.

Of the nine SMS posts (level 13-14), of the posts advertised, eight (8) have been filled. The projected 0% vacancy rate at level 13-14 could not be achieved due to the fact that three (3) Directors resigned during the year, while one Chief Director post was filled with an internal candidate.

At levels 15 and 16 the vacancy rate as at 15 March is 50%. One position at this level is at an advanced selection process. Appointment will be finalised in the first quarter of the financial year 2026/27.

To effectively implement and manage Employee Health and Wellness (EH&W) in the workplace, the department created health and wellness awareness, through Wellness Bulletins, where employees were capacitated on the benefits of male circumcision, prevention measures for HIV and AIDS, importance of child immunisations, World Hypertension Day and financial literacy. Furthermore, health screening of employees was conducted at the North West and Limpopo Provincial Offices. The department is also reviewing its current accommodation as part of rationalisation and ensuring a safe and conducive working environment.

7.3. Digital transformation

GCIS is currently implementing its Digital Transformation Strategy, which aims to modernise internal systems, streamline communication platforms and improve operational efficiency. Despite progress, implementation is affected by limited human and financial resources. The Digital Transformation Strategy was approved during the 2023/24 financial year and was implemented with effect from 1 April 2024. ICT projects that have been completed as part of the digital transformation journey include upgrades to the network bandwidth, eDocument submission, governance, risk and compliance, network and Wi-Fi infrastructure for all provincial offices.

As part of the 2025- 2030 Strategic Plan, the GCIS through the Office of the Government Information Technology Officer (OGITO) is improving business operations through the deployment of business intelligence and analytics tools for a more responsive and engaged government communication function. During 2025/26, the OGITO has scoped and deployed six (6) digital transformation projects. It is anticipated that in 2026/27, the department will move to an e-recruitment system to automate, support and expediate human resources recruitment and filling of vacancies.

As the custodian of government communication, the GCIS has decades of audio-visual material that has captured key development and events in the democracy of South Africa. The OGITO has embarked on a bold project to digitise various media formats such as video and audio, so that the content can be stored, searchable and shareable. Known as the Multimedia Content Hub, the planned portal will be a repository of audiovisual material accessible to the public and in support of material that forms part of the country's national archives.

A Knowledge Management portal was established in 2012. The portal will be revamped and modernised as part of the continued digitalisation of the GCIS environment.

The Department of Public Service and Administration (DPSA) issued various directives on ICT governance and the GCIS was evaluated during 2024/25. The report issued during the 2025/26 financial year reflects some areas for improvement and these have been scoped into the Annual Operational Plan (AOP) of the OGITO to ensure improvement across all areas that are evaluated for ICT governance, security and cloud computing.

The GCIS will align with the Framework on Artificial Intelligence currently under development by the Department of Communications and Digital Technologies and will develop its own AI Policy once the national framework is issued and approved.

7.3.1. Current ICT infrastructure

An assessment of the ICT infrastructure was undertaken during the 2023/24 financial year to evaluate its readiness for the implementation of the Digital Transformation Strategy. This readiness assessment encompassed a comprehensive review of the lifecycle of all ICT assets. The ICT infrastructure serves as the main platform for hosting GCIS systems.

During 2023/24, the server infrastructure for web services was upgraded and upgrades to the network (switches, routers including Wi-Fi) at GCIS Provincial Offices—have been finalised. Furthermore, a new server and hosting infrastructure were acquired for the Head Office in 2025/26 and are currently being installed. Critical services and systems are also being migrated to cloud to enhance overall system availability as part of the digital transformation journey.

7.3.2. ICT human resource capacity

The ICT human resource capacity was assessed in 2023/24 to determine readiness for digital transformation. GCIS is currently implementing its Digital Transformation Strategy, which aims to modernise internal systems, streamline communication platforms and improve operational efficiency. Despite progress, the pace of implementation is affected by limited human and financial resources. Based on the approved structure, OGITO has a staff complement of 26. Currently, there are 18 staff members (eight vacancies) in the unit with the following skills:

- System Development
- Network and Security
- Project Management
- ICT Governance
- IT Infrastructure.

The team identified training requirements and is now participating in skills development across various ICT fields. Continuous learning helps officials stay up to date with technology solutions for business. ICT human resources have also been strengthened by filling the key positions of System Developer and Service Desk Technician (2025/26); and further enhanced through the appointment of a professional services partner to address digital initiative needs. There is a need to conduct an in-depth audit of the current skills within OGITO to determine future-ready positions with relevant skill sets.

7.3.3. ICT governance and policies

The GCIS has established a structured ICT governance and policy environment to ensure that ICT effectively supports the department's constitutional mandate, strategic objectives, and service delivery outcomes. This governance environment is aligned with National Public Service ICT directives, legislative

requirements and recognised ICT governance frameworks. GCIS ICT governance is implemented in accordance with the Corporate Governance of ICT Policy Framework (CGICTPF), which provides oversight and accountability for ICT value delivery, risk management, and compliance.

The governance model ensures that ICT investments are aligned to business priorities and that technology is managed as a strategic enabler rather than a support function. Governance oversight is exercised through established departmental structures, including MANCO, EXCO and a separate ICT Steering Committee (ICTSC) which evaluates, directs and monitors ICT performance, risks and compliance. The Head of Department acts as the ICT governance champion, while the Government Information Technology Officer (GITO) is responsible for operational ICT governance and reporting.

ICT policies on acceptable use and security are regularly developed, updated, and communicated to staff through workshops, with reviews every three years or as needed. The last review and update were conducted in 2024/ 25, and these updates became effective as from 1 April 2025. GCIS is currently working on an IT Service Management Policy to comply with DPSA standards and improve service quality.

7.3.4. Current ICT systems and processes

GCIS maintains a regulated, policy-driven ICT environment that includes:

- a. established ICT governance and project delivery frameworks;
- b. approved ICT Strategy (2024/25- 2028/29);
- c. established Standard Operating Procedures (SOPS);
- d. core enterprise systems that support government communications, human

resources, performance management, Supply Chain Management, and document submission processes;

- e. documented service management and security procedures; and
- f. Authorised Transition Plan towards cloud-based collaboration and modern digital platforms.

7.3.5. Cybersecurity and risk management

GCIS has documented controls for access management, infrastructure security, electronic communications, and information protection. Access control measures are in place according to industry best practice. Internal audits have confirmed that infrastructure management is generally adequate, while also identifying areas for standardisation and maturity improvement.

Cybersecurity risks are captured in the ICT Operational Risk Register that is reviewed annually and approved by the Accounting Officer (and quality assured by the Enterprise Risk Management and Audit Committees). Aspects of cyber security that are identified and monitored include data classification, data residency, and third party access risks, with mitigation actions tracked through governance structures.

7.3.6. ICT current spending and funding gaps

GCIS ICT spending is currently focused on maintaining core infrastructure and security, Microsoft and State Information Technology Agency (SITA) commitments, systems, and governance obligations within a constrained funding environment. During 2024/25, an additional ringfenced allocation of R 7 million was assigned for ICT modernisation. These funds were directed towards network and infrastructure upgrades.

Over the MTEF period, GCIS has experienced budget reductions, which together with unfunded posts have created funding gaps in infrastructure modernisation, cybersecurity, disaster recovery, and digital transformation capacity. While GCIS has prioritised ICT initiatives through approved strategies and governance structures, sustained underfunding poses material risks to service stability, compliance, and long term digital objectives.

7.3.7. Stakeholder needs and expectations

The objectives of the GCIS Digital Transformation Strategy are as follows:

- Digitise and automate business processes;
- Modernise systems and enable digital maturity;
- Improve service delivery and responsiveness;
- Deploy cost effective digital technologies;
- Optimise and sustain ICT infrastructure; and
- Ensure a secure digital environment.

In line with this, efficient digital workflows with minimal manual tasks are needed to improve customer experience, collaboration, efficiencies and decision making. This would be supported by records and document management, and improved availability of information including historical audio-visual material. Additionally, ongoing usage of technology and implementation of business intelligence or AI tools to analyse social media sentiment and responses has been identified as a critical requirement to improve citizen engagement and two-way communication.

7.3.8. Benchmarking, best practice and emerging technologies assessment

Benchmarking efforts with other departments are underway to identify best practices; however, structural and capacity disparities make direct comparisons challenging.

Departments such as National Treasury and larger Ministries operate with significantly higher IT infrastructure capacity and governance requirements, while GCIS functions as a comparatively small IT business within government. Applying uniform governance and compliance frameworks across departments of unequal capacity has presented challenges, highlighting the need for a differentiated, risk-based approach to governance.

The Branch continues to strengthen governance practices aligned with digital transformation. However, the application of uniform IT governance standards across departments of differing scale and complexity remains a concern. GCIS Management has raised the need for differentiated governance models that account for the department's size, mandate, and operational scope.

The insights gained from benchmarking will inform the refinement of GCIS's digital and operational governance models to ensure that they remain fit-for-purpose and aligned with the organisation's capacity. It is acknowledged that the current capacity of the OGITO is not ideal and will need to be improved to ensure full and effective implementation of the Digital Transformation Strategy.

OGITO is committed to ensuring that the internal environment remains responsive to the needs of the broader organisation. Efforts are being made to improve integration between Human Resource Development, ICT enablement, and broader organisational performance initiatives. The OGITO continues to align its capacity building and ICT initiatives with the goals of the MTDP and the GCIS Digital Transformation Strategy.

Government communication is entering a period defined by rapid technological disruption, heightened information threats, and rising public expectations for timely, trustworthy, inclusive information. As artificial intelligence becomes embedded in global communication ecosystems, both opportunities and risks expand. Internally, GCIS recognises the need to modernise communication systems, strengthen institutional capability, and standardise information integrity approaches, as highlighted repeatedly during strategic planning sessions and breakaway discussions.

The overarching intent is to create trusted, responsive and future ready communication operations that leverage AI safely while maintaining strong human oversight. This aligns with GCIS' strategic goal of safeguarding information integrity, supporting democratic accountability and improving service to citizens. To achieve this, the main areas of focus must be:

- Trusted AI-enabled communication operations with clear governance and auditability;
- Faster content production and multilingual dissemination;
- Stronger public reach and inclusion;
- Improved resilience to misinformation, disinformation and malinformation; and
- A highly skilled workforce capable of operating AI-enhanced communication tools.

Benchmarking will also be used to inform and develop GCIS internal standards aligned to the National Information Integrity Standard and communication protocol (mis/dis/malinformation thresholds). As part of the digital transformation, partners will be sought to advance the development of digital communication governance frameworks.

Overall, while GCIS has made progress in institutionalising digital transformation and improving internal systems, the lack of specialised skills, limited budget allocation, and an inflexible organisational structure continue to constrain optimal performance. The use of flexible contracting mechanisms, benchmarking, and targeted skills development will be central to strengthening internal capacity and supporting the department's strategic objectives for 2026/27.

7.4. Financial outlook **Office of the Chief Financial Officer (CFO)**

Following the 2025 adjusted Estimates of National Expenditure (ENE) process, the departments' requested roll-over of R7.1 million for IT infrastructure and communication campaigns, as well as self-financing of R1.9 million. Given the uncertainty of the country's economic growth, it is envisaged that the funding of Cost of Living Adjustment (COLA) shortfall (R10.5 million) will not materialise during the 2025/26 financial year.

The medium-term expenditure estimate for the 2026 MTEF period is R805.731 million for 2026/27, R842.171 million for 2027/28, and R879.970 million for 2027/28. Spending plan over the medium term on the economic classification of expenditure remains consistent annually. Compensation of Employees share is 40.3% (324.517 million), Goods and Services share is 26.4% (R212.477 million); Capital Assets share is 0.6%, while Transfer Payments to Public Entities share is 32.8% per annum. Given the uncertainty of the country's economic growth, it is envisaged that budget growth trends will not improve during the 2026 MTEF period and the department has put measures in place to avoid unauthorised expenditure.

The baseline budget allocation of GCIS is constantly under pressure due to budget reductions made from GCIS baseline allocations over a period of time and unfunded Cost of Living Adjustments (COLA). These include the historic split from the erstwhile Department of Communications and Digital Technologies (DCDT), National Treasury's measures implemented to manage the wage bill and debt-servicing costs of the state as well as requests that may arise for unforeseen communication tasks.

The persistent under allocation of resources (both financial and human capital) to GCIS threatens the department's operations and its existence. This renders the department ineffective and unable to achieve its targets, increasing the risk of ineffective of government-wide communication system. While the notion of doing more with less may have been the proposition a few years back, this no longer is sustainable

It therefore becomes critical to coordinate and institutionalise zero-based budgeting for efficient resource allocation to meet the priorities set by the department. It is important to strengthen compliance on financial and SCM laws and regulations for prudent and cost-effective application of resources.

Payment of suppliers

The department has a strong track record of paying suppliers within 30 days, however, we have experienced capacity challenges in creating orders and processing payments, financial systems and, SITA downtimes, internet disruptions, slow SharePoint, Invoice Tracking System (ITS) challenges and inaccessibility of financial systems outside the LAN/WAN environment, resulting in loss of processing time. Although the department implemented an ITS to improve efficiencies, the system is still having teething problems and is not yet integrated to

financial systems, resulting in manual interventions from SCM officials. Current performance on invoice payments is at 94%.

To further improve the payment of suppliers, Office of the CFO and SCM will focus on:

- a. **Building capacity:** Review SCM organisational structure (based on OFA, time and motion study results) to build SCM capacity and ensure full compliance to laws and regulations; solicit funds for new SCM organisational structure; deploy contract workers/interns in the Logistics and Compliance Management section;
- b. **Strengthening internal controls:** Ensure that the SCM Policy and Delegations of Authority support de-centralisation while still adhering to regulatory guidelines; implement stringent internal controls to avoid fraud, corruption and manipulation of tendering processes; implement segregation of duties/isolation of responsibilities and procurement integrity checks; and
- c. **Data integration and analytics:** Invest in data integration and interface between ERP systems (eRequisition, ITS, SPMS) and legacy systems (BAS and LOGIS); implement advanced analytics for forecasting and supplier performance management and monitoring.

SCM Turnaround Strategy

SCM is critical to effective execution of the GCIS Media Buying function. To this end, a SCM Turnaround Strategy was developed and approved by MANCO during 2025/26. The strategy will be implemented through a phased approach. To further improve SCM turnaround times, the Office of the CFO and SCM will focus on:

- a. **Adherence to laws and regulations:** Align SCM policies and processes with the frameworks provided by the Constitution, PFMA, PPPFA, PPR2022, B-BBEE Act, RDP Goals and Treasury Regulations. Compliance ensures governance, transparency and accountability;
- b. **Strengthening internal controls:** Ensure that the SCM Policy and Delegations of Authority support de-centralisation while still adhering to regulatory guidelines; implement stringent internal controls to avoid fraud, corruption and manipulation of tendering processes; implement segregation of duties/isolation of responsibilities and procurement integrity checks;
- c. **Compliance Monitoring Team:** Establish a dedicated team (Internal Control unit) that ensures all SCM activities adhere to PFMA, PPPFA, PPR2022, Treasury Regulations, National Treasury guidelines and Instruction Notes; ICU to conduct regular procurement integrity checks to ensure adherence to laws and regulations;
- d. **Supplier due diligence:** Improve supplier vetting process and ensure all suppliers meet ethical, legal, Broad-Based Black Economic Empowerment (B-BBEE) and financial requirements;
- e. **Streamlining SCM workflows:** Simplify and standardise procurement processes through creation of procurement templates and workflow charts and automation of approvals;

- f. **Data integration and analytics:** Invest in real-time data management systems and tools that connect all de-centralised SCM units for transparency and efficiency; implement advanced analytics for forecasting, demand planning and supplier performance management and monitoring; invest in data integration and interface between ERP systems (eRequisition, ITS, SPMS) and legacy systems (BAS and LOGIS);
- g. **Training and upskilling:** Ensure that SCM staff and administrators at de-centralised units receive continuous training on procurement best practices, ethical conduct, digital tools and legal compliance focusing on PFMA, PPPFA, Treasury Regulations, and Procurement Regulations. This will help reduce the risk of inefficiencies and corruption;
- h. **Performance Management:** Create clear Key Performance Indicators (KPIs) and reporting structures to ensure that de-centralised units operate within the set performance standards;
- i. **Risk Management:** develop robust risk management practices, including oversight mechanisms, to mitigate risks associated with de-centralisation;
- j. **Supplier development:** Prioritise designated groups and growing township and rural economy as part of the strategy, in line with the government's policy to support vulnerable groups and previously disadvantaged groups, Small, Medium

and Macro (SMMEs) and Broad-Based Black Economic Empowerment (B-BBEE) companies; and

- k. **Supplier performance monitoring:** Implement a supplier and contract performance monitoring system to continuously evaluate supplier performance to ensure that quality, delivery timelines and costs are met.

8. STRATEGIC FOCUS OF THE 2026/27 APP

The APP's strategic focus is structured around four Key Performance Areas (KPA's):

Strategic communication coordination

The strategic focus of the 2026/27 APP is built around a set of interlinked priorities that collectively strengthen the government communication system. Central to this focus is the need for greater strategic coordination across government spheres. GCIS will strengthen its convening role, using intergovernmental platforms such as Cluster Communication Forums, Provincial Communication structures (PROVCOMs), and Municipal Communication structures (MUNCOMs) to ensure coherence, consistency, and the avoidance of fragmented messaging.

Public information and awareness

Equally important is the commitment to citizen-focused public information and awareness. Campaigns will be designed to address citizens' everyday concerns, such as service delivery and socio-economic opportunities, while also supporting nation-building narratives fostering unity and social cohesion. This work will deliberately embrace inclusivity, ensuring that communication is accessible in all official languages, SASL, and alternative formats for PWDs.

Digital communication and innovation

Digital innovation is another core focus. GCIS will continue modernising its platforms, expanding initiatives such as GoZA TV and Vuk Talks, and embedding real-time data analytics into planning. The creation of a Digital Response Hub will further strengthen the state's ability to counter misinformation while engaging citizens in meaningful two-way communication.

Capacity development and institutional strengthening

Institutional strengthening and capacity development will ensure that GCIS remains fit for purpose. This includes addressing skills gaps in digital media and analytics, strengthening ICT systems and internal controls, and supporting the sustainability of community media which remains vital for reaching underserved areas.

The 2026/27 APP reaffirms GCIS's commitment to enhancing government communication as a vital pillar of participatory democracy. By consolidating lessons from 2024/25, modernising systems, strengthening partnerships and prioritising inclusive outreach, GCIS is positioned to build public trust, strengthen democratic participation, counter misinformation and deliver transparent, citizen-focused communication. Through deliberate investment in coordination, capacity and digital readiness, the department will continue leading South Africa's communication system into a new phase.

9. ALIGNMENT OF THE SITUATIONAL CONTEXT TO THE STRATEGIC PLAN

Situational analysis	Linkage with strategic outcome	Rationale
Declining public trust, youth disillusionment	Informed and empowered citizens	Requires a shift from one-way messaging to two-way engagement to rebuild trust.
Fragmented communication across departments	A well-functioning and professional government communication system	Directly addresses the core weakness of poor coordination and inconsistency.
High data costs, rural connectivity gaps	Informed and empowered citizens	Mandates a multi-channel approach (including non-digital) to ensure inclusivity.
Fragile community media, disinformation	Transformed mainstream print and digital media, advertising and community media	Requires active support for credible media and countering misinformation.
Skills gaps in digital and data analytics	Strengthened institutional effectiveness and visibility	Must build internal skills to execute modern communication strategies effectively.
GNU and elections need neutral messaging	A well-functioning and professional government communication system	Requires a perfectly coordinated system to maintain perceived neutrality and trust.
Budgetary constraints	All outcomes	Drives the need for smarter prioritisation, innovation, and cost efficient strategies.

Table 3: Areas of alignment between SP 2025- 2030 and the situational analysis

9.1. ALIGNMENT WITH THE NATIONAL DEVELOPMENT PLAN (NDP) 2030

The NDP's vision is to eliminate poverty and reduce inequality by 2030. It is a long-term strategic framework. The GCIS situational context aligns with the NDP's foundational principles.

NDP 2030 theme	GCIS situational analysis alignment
Active citizenry and accountability: The NDP emphasizes “an active and accountable citizenry” that holds government pre-responsible.	This is the direct driver behind the outcome of “Informed and empowered citizens”. The analysis cites declining trust and the need for participatory communication. GCIS’s role is to provide the information and channels necessary for citizens to be active and hold government accountable, a pre-requisite for achieving NDP goals.
Capable and developmental state: The NDP calls for a state that is capable, professional, and coordinates effectively.	This aligns perfectly with the outcome of a “Well-functioning and professional government communication system.” The analysis identifies fragmented communication and weak coordination as key weaknesses. Fixing this is essential to building a capable state that speaks with one voice and executes its plans coherently.
Economic transformation and job creation: A core goal of the NDP is inclusive economic growth.	The analysis of ‘Economic’ aspects in the (PESTEL) section frames GCIS's role as to “communicate transparent, credible information on economic recovery, service delivery and economic opportunities”. This manages public expectations and promotes awareness of economic opportunities, which is necessary for inclusive growth.
Social protection and nation building: The NDP aims to build a cohesive society.	The analysis of the Social (PESTEL) factors (inequality, crime, GBVF) and the strategic focus on nation-building narratives show how GCIS will use communication to foster unity and social cohesion, directly supporting this NDP pillar.

Table 4: Mapping elements of the GCIS 2025 situational analysis to the NDP 2030

10. THE NEED FOR AN IMPROVED EDITORIAL CONTENT CENTRE (ECC)

GCIS produces government communication in silos. SA News publishes independently while Media Engagement engages separately. Clusters communicate in isolation. Platforms broadcast without strategic coordination. Each unit operates on its own timeline, with its own editorial logic with no shared intelligence, no coordinated voice and no systematic mechanism for aligning what they collectively tell the South African public.

The result is a government communication system that is busy but not coherent, present but not heard. Content is duplicated. Messages contradict each other. Community media is chronically underserved. Misinformation is countered reactively. Citizens in rural, peri-urban, and township communities receive fragmented information with no consistent quality or authority.

There is no shared editorial intelligence governing the GCIS communication ecosystem. No single point of authority decides what government says today. No live system tracks what government has said, is about to say, or needs to correct. No formal fact checking mechanism verifies government information before it reaches citizens. The information flow lags under slow bureaucratic decision-making.

To resolve this, the GCIS will pilot the Editorial Content Centre. The ECC resolves the silo operations and incoherence through a single, integrated causal chain the Input-Management-Output (IMO) principle. Five governed content source flows feed into a central editorial system managed by an Editor in Chief and an Editorial Board, producing verified, multi-format, multi-lingual content distributed through a deliberate

channel priority sequence with community media always first. Five governed content source flows feed into a central editorial system managed by an Editor in Chief and an Editorial Board, producing verified, multi-format, multilingual content distributed through a deliberate channel priority sequence with community media always first.

The ECC will use five (5) content source flows framed as: (1) the wire service of government (2), media intelligence (field intelligence), (3) Clusters as the programme content feed, (4) Platforms-the audience signal and intelligence loop and (5) GCIS nine Provincial offices which will function as the national-to-local editorial spine.

11. CONCLUSION

The current state of GCIS reflects both achievements and persisting shortcomings. At present, the communication system is fragmented across government departments, with varying levels of planning and limited integration of messaging. Many departments lack funded communication strategies and skilled personnel, undermining alignment with the GCP. ICT systems, while modernising, remain only partially integrated and Monitoring and Evaluation (M&E) still capture outputs rather than the impact of communication on citizen trust and participation.

The desired outcome for 2026/27 is a fully coordinated and professional communication system that is unified, citizen centred and resilient against misinformation. This requires closing several key gaps. First, there is a gap between the current fragmented communication environment and the desired state of unified, neutral and consistent messaging; particularly during the LGEs to be addressed through piloting and growing the ECC. Secondly, there is a gap in digital readiness. While

platforms such as GoZA TV exist, the absence of a comprehensive Digital Response Hub and limited analytics capacity leave government communication vulnerable to misinformation. Thirdly, there is a skills gap. The present shortage of expertise in digital communication, data analytics and innovative content creation must be bridged to achieve the desired outcome of a digitally agile communication system. Fourthly, there is a funding and sustainability gap, especially in supporting community media, which is essential for reaching underserved communities.

Finally, there is a gap in evaluation. The current output focused M&E approach falls short of the desired outcome of impact-driven monitoring that measures changes in awareness, trust and behaviour.

Closing these gaps will require dedicated investment in digital infrastructure, comprehensive training and recruitment; enhanced partnerships with civil society and community media; and a fundamental shift in M&E frameworks. Bridging the divide between the current and desired states is essential if the GCIS is to achieve its mandate of fostering transparency, accountability and active citizen participation.

Current state	Desired outcome	Required interventions
Fragmented communication across departments; inconsistent messaging	Unified, neutral and consistent messaging across all government spheres	Centralised coordination mechanisms; Independent Electoral Commission (IEC) collaboration; communication protocols
Partial digital readiness; GoZA TV exists but no comprehensive Digital Response Hub	Fully integrated digital ecosystem with a Digital Response Hub and advanced analytics	Invest in digital infrastructure; establish Digital Response Hub; adopt analytics tools
Skills shortages in digital media, analytics and innovative content creation	Skilled workforce equipped in digital communication, analytics and content production	Targeted training, recruitment, and professional development in digital communication
Underfunded communication strategies and fragile community media sustainability	Sustainable funding models and strong support for community media	Increased budget allocations; partnerships to strengthen community media resilience
M&E focused on outputs (products, events)	Impact oriented M&E capturing trust, awareness and behavioural change	Redesign M&E frameworks; integrate citizen feedback and sentiment analysis tools

Table 5: Key focus areas in response to identified priorities

The GCIS enters the 2026/27 planning cycle with a renewed resolve to strengthen participatory democracy through inclusive, transparent and citizen-focused communication. The situational analysis demonstrates that while GCIS has achieved significant milestones, including leading government communication during the transition to a GNU, securing a clean audit and modernising digital platforms persistent challenges remain. These include fragmented communication systems, capacity and funding constraints, fragile community media and the growing threats of misinformation and cyber risks.

Against this backdrop, the 2026/27 APP positions GCIS to consolidate its institutional strengths and address critical gaps. The strategic focus emphasises stronger coordination across government, greater investment in digital readiness and innovation, sustained support for community

and grassroots media and a fundamental shift towards impact-driven measurement. In doing so, GCIS seeks not only to deliver coherent and cost-effective communication but also to safeguard public trust and ensure neutrality during the highly sensitive 2026 LGEs.

Crucially, the APP aligns with the NDP 2030 by advancing active citizenry, strengthening state capability, fostering social cohesion and promoting inclusive economic participation. Through deliberate investment in skills, systems and partnerships particularly with vulnerable community media, GCIS is well placed to lead a government-wide communication effort to rebuild public trust, safeguard democratic processes and ensure that every South African is reached with transparent, accurate and accessible communication. This will ultimately strengthen participatory democracy and support the achievement of national developmental goals.

4. ORGANISATIONAL STRUCTURE

The GCIS implements its mandate through the following three programmes each headed by a DDG respectively:

PROGRAMME 1: Administration

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

Subprogramme 1.1: Departmental Management

Subprogramme 1.2: Strategy and Organisational Performance

Subprogramme 1.3: Human Capital and Corporate Support

Subprogramme 1.4: OGITO

Subprogramme 1.5: Financial Administration

Subprogramme 1.6: Chief Audit Executive.

PROGRAMME 2: Content Processing and Dissemination

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

Subprogramme 1.1: Management

Subprogramme 1.2: Products and Platforms

Subprogramme 1.3: Research Analysis and Knowledge Services

Subprogramme 1.4: Communication Service Agency (CSA)

Subprogramme 1.5: Policy Development, Analysis and Market Modelling.

PROGRAMME 3: Intergovernmental Coordination and Stakeholder Management

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

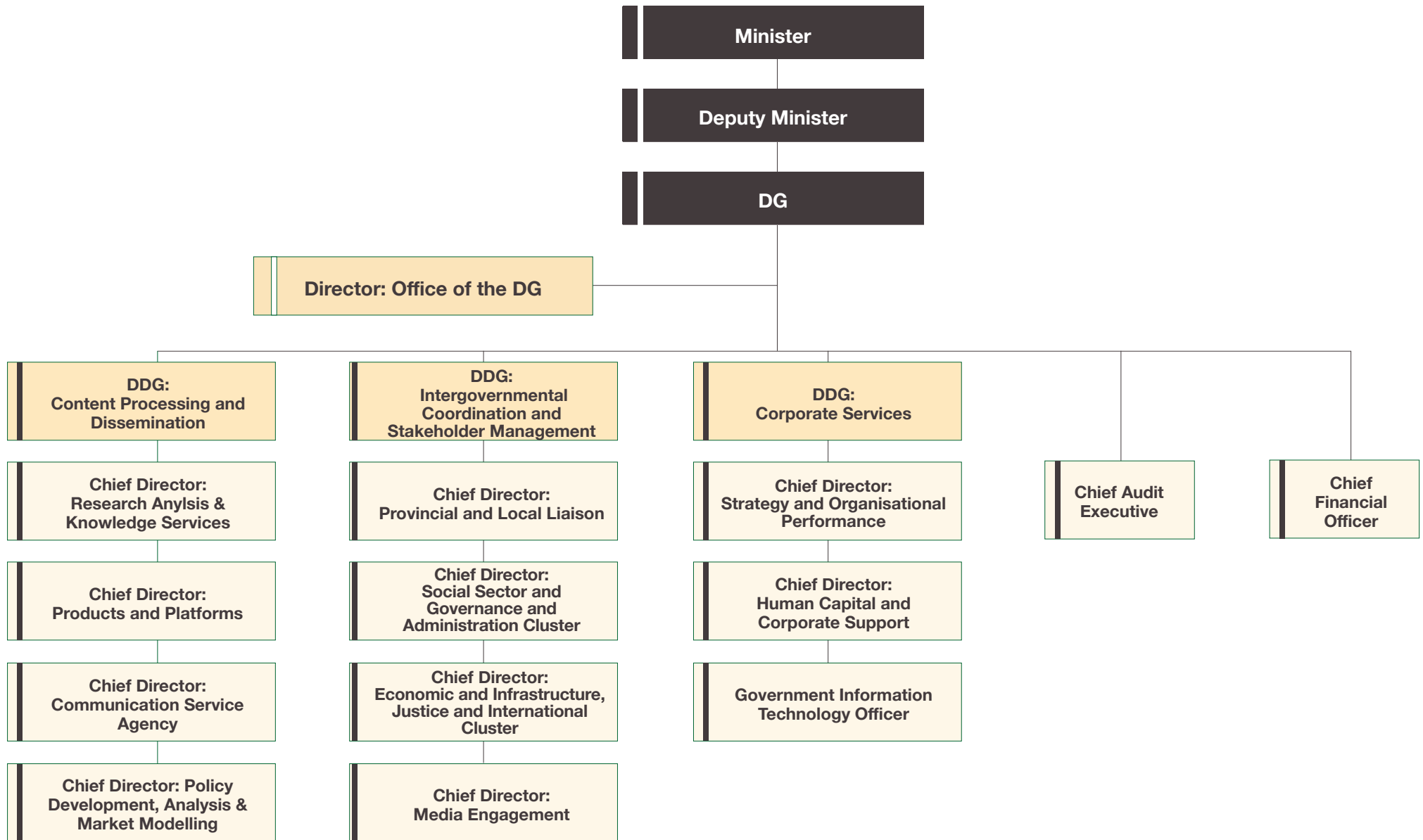
Subprogramme 1.1: Management

Subprogramme 1.2: Media Engagement

Subprogramme 1.3: Cluster Communication

Subprogramme 1.4: Provincial and Local Liaison (P&LL)

ORGANOGRAM



5. OVERVIEW OF 2025/26 BUDGET AND MTEF ESTIMATES

Budget summary						
	2026/27				2027/28	2028/29
	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total	Total
R million						
MTEF allocation						
Programme 1: Administration	215 174	408	1 875	217 457	226 681	237 980
Programme 2: Content Processing and Dissemination	165 233	260 573	1 838	427 644	445 483	460 327
Programme 3: Intergovernmental Coordination and Stakeholder Management	154 660	1 542	1 943	158 145	164 866	164 738
Total expenditure estimates	535 067	262 523	5 656	803 246	837 030	863 045
Executive Authority	Minister in The Presidency					
Accounting Officer	Director-General					
Website	www.gcis.gov.za					

Expenditure estimates: GCIS

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
R million							
Programme 1: Administration	188 485	199 661	216 781	217 328	217 457	226 681	237 980
Programme 2: Content Processing and Dissemination	405 525	411 119	389 701	454 661	427 644	445 483	460 327
Programme 3: Intergovernmental Coordination and Stakeholder Management	129 895	127 588	137 533	157 356	158 145	164 866	164 738
TOTAL	723 905	738 368	744 015	829 345	803 246	837 030	863 045

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
Economic classification							
Current payments	461 955	480 135	511 693	545 495	535 067	559 769	576 913
Compensation of employees	286 542	280 961	287 414	311 080	324 517	339 194	349 736
Goods and services	175 413	199 174	224 279	234 415	210 550	220 575	227 177
of which:							
Advertising	5 336	17 191	35 334	45 417	24 982	25 902	26 017
Audit costs: External	2 787	2 679	3 089	3 151	3 151	3 304	3 470
Communication	9 497	9 635	14 374	19 404	15 977	15 861	16 499
Computer services	16 713	20 889	25 426	21 984	26 884	27 559	27 778
Consultants: Business and advisory services	1 081	1 294	1 594	7 240	4 701	4 649	4 991
Legal services	137	2 665	278	1 110	800	826	857
Contractors	1 535	1 315	1 258	3 177	1 336	1 486	1 493
Agency and support/outsourced services	7 785	6 113	6 604	6 904	6 885	7 225	8 096
Fleet services	1 652	1 614	1 650	1 549	1 517	1 360	1 414
Consumables: Stationery, printing and office supplies	1 712	1 318	1 116	2 048	3 653	3 915	3 677
Operating leases	70 645	75 177	81 298	61 463	61 572	63 773	68 401
Property payments	12 702	13 152	14 431	16 854	19 294	19 038	20 065
Travel and subsistence	19 063	20 937	25 335	26 920	25 859	29 176	28 422
Training and development	863	686	2 981	3 111	3 200	3 600	4 100
Operating payments	18 704	20 326	3 527	3 304	2 609	4 147	3 300
Transfers and subsidies	256 366	251 732	225 844	270 711	262 523	273 000	281 482
Departmental agencies and accounts	254 944	250 565	225 276	269 368	260 273	270 660	279 072
Public corporations and private enterprises	40	43	44	46	41	42	42
Households	1 382	1 124	524	1 297	2 209	2 298	2 368
Payments for capital assets	5 501	6 465	6 295	13 139	5 656	4 261	4 650
Buildings and other fixed structures	17	18	125	-	-	-	-
Machinery and equipment	5 100	6 447	5 392	11 294	5 656	4 261	4 650
Software and other intangible assets	384	-	778	1 845	-	-	-
Payments for financial assets	83	36	183	-	-	-	-
TOTAL	723 905	738 368	744 015	829 345	803 246	837 030	863 045



PART C: MEASURING OUR PERFORMANCE

Empowering South Africans through communication excellence.



MTDP 2024 - 2029 OUTCOMES LINKED TO DEPARTMENTAL OUTCOMES

The work of GCIS responds to the following priorities of the MTDP:

- Drive inclusive growth and job creation;
- Reduce poverty and tackle the high cost of living; and
- Build a capable, ethical and developmental state.

This is through the following departmental outcomes:

- Informed and empowered citizens;
- A well-functioning and professional government communication system;
- Transformed mainstream print and digital media, advertising and community media; and
- Strengthened institutional effectiveness, governance and visibility.

The MTDP 2024 - 2029 provides for the three government priorities and the work of the GCIS will be aligned to their communication. Through the finalisation of the 2025-2030 NCSF, the GCIS will assist government by directing the course of communication to advance MTDP key priorities over the 7th Administration.

The NCSF will inform departmental communication strategies to influence service delivery and implementation of priorities. Through the implementation of the NCSF there is strategic coordination of the government communication system and effective allocation of resources to drive communications in support of the MTDP priorities.

6.1 DEPARTMENTAL PROGRAMMES

6.1.1 Programme 1: Administration

Programme purpose	Provide strategic leadership, management and support services to the department.
Outcome	Strengthened institutional effectiveness, governance and visibility.

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

- **Strategy and Organisational Performance (S&OP)** develops and implements strategic management processes, procedures and systems in compliance with relevant legislation. These include coordinating the development and implementation of the department's strategic and APPs, performance monitoring and reporting.
- **Human Capital and Corporate Support** provides strategic leadership in the implementation of the department's Human Resource Management Strategy and manages the provision of security and facilities management.
- **OGITO** helps the department fulfil its mandate by implementing secure, innovative, and impactful ICT systems, ensuring compliance with the National Archives Act of 1996 and international standards for records management, and fostering knowledge sharing and institutional learning.
- 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 (IA)** improves governance, risk management and control processes.

Supporting units:

- **Internal Communication** provides communication services internally to the organisation on government programmes, opportunities and general matters promoting good corporate governance.
- **Legal Services** provides effective and efficient legal services to the department to ensure that its interests are protected against any legal risk. The department considers legal compliance as a matter of good corporate governance and ethical behaviour.
- **Risk and Integrity Management** manages risk and integrity, implementation of fraud and anti-corruption strategies as well as business continuity.

PROGRAMME 1: ADMINISTRATION

Subprogramme: Human Capital and Corporate Support

Outcome, outputs, performance indicators and targets

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
Strengthened institutional effectiveness, governance and visibility	Employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	Percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	New indicator	New indicator	New indicator	20% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	20% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	25% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	30% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	20% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	Approved Training Plan in line with the inputs received from Chief Directorates on digital, communication and coordination skills to ensure a skilled and capable workforce	5% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	10% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	20% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce

Subprogramme: Government Information Technology Officer
Outcome, outputs, performance indicators and targets

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
Strengthened institutional effectiveness, governance and visibility	ICT solutions scoped for improved communication responsiveness and interaction	Number of ICT solutions scoped for improved communication responsiveness and interaction	New indicator	New indicator	New indicator	Six (6) ICT solutions scoped or deployed (Government Content Hub, Stakeholder Engagement System, e-Recruitment, Analytical tools)	Three (3) ICT solutions scoped for improved communication responsiveness and interaction	Three (3) ICT solutions Scoped for improved communication responsiveness and interaction	Three (3) ICT solutions scoped for improved communication responsiveness and interaction
	ICT solutions deployed for improved communication responsiveness and interaction	Number of ICT solutions deployed for improved communication responsiveness and interaction	New indicator	New indicator	New indicator	Six (6) ICT solutions scoped or deployed (Government Content Hub, Stakeholder Engagement System, e-Recruitment, analytical tools)	Three (3) ICT solutions deployed for improved communication responsiveness and interaction	Four (4) ICT solutions deployed for improved communication responsiveness and interaction	Three (3) ICT solutions deployed for improved communication responsiveness and interaction

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of ICT solutions scoped for improved communication responsiveness and interaction	Three (3) ICT solutions scoped for improved communication responsiveness and interaction	One (1) ICT solution scoped for improved communication responsiveness and interaction	One (1) ICT solution scoped for improved communication responsiveness and interaction	One (1) ICT solution scoped for improved communication responsiveness and interaction	No target
Number of ICT solutions deployed for improved communication responsiveness and interaction	Three (3) ICT solutions deployed for improved communication responsiveness and interaction	No target	One (1) ICT solution deployed for improved communication responsiveness and interaction	One (1) ICT solution deployed for improved communication responsiveness and interaction	One (1) ICT solution deployed for improved communication responsiveness and interaction

Subprogramme: Chief Financial Officer

Outcome, outputs, performance indicators and targets

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
Strengthened institutional effectiveness, governance and visibility	Operational budget spent on designated groups	Percentage of operational budget spent on designated groups	New indicator	31% budget spent on designated groups and/or locations	38,7% budget spent on designated groups and/or locations	25% operational budget spent on designated groups and/or locations	25% operational budget spent on designated groups	28% operational budget spent on designated groups	31% operational budget spent on designated groups

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of operational budget spent on designated groups	25% operational budget spent on designated groups	5% operational budget spent on designated groups	10% operational budget spent on designated groups	20% operational budget spent on designated groups	25% operational budget spent on designated groups

Explanation of planned performance over the medium-term

Human Capital and Corporate Support

Informed by the outcomes of the annual Skills Audit, the GCIS will develop and implement a WSP and Training Plan to systematically address identified skills gaps. The focus of this initiative is to enhance staff competencies in key areas such as communication, digital literacy and coordination, thereby equipping the GCIS workforce with skills of the future in alignment with evolving technology and communication trends.

The upskilling strategy will align closely with the GCIS Digital Transformation Strategy, ensuring that

staff members are prepared to meet the demands of modern communication. Training will focus on both technical and creative competencies including Digital Streaming, Podcasting, Film Production, Screenwriting, Copywriting, Content Production, Video Editing, Digital Storytelling using Mobile Devices, Digital Media Production using Vlogging Kits, Digital Photography, Radio Production, Digital Literacy and Microsoft Digital Literacy, Creative and Social Media Writing.

These efforts are reinforced by a commitment to career pathing and progression aimed at revitalising staff morale and fostering a culture that rewards excellence, innovation and alignment with GCIS values.

Incoming SMS and MMS members will be enrolled in Executive and Advanced Management Development Programmes respectively, as and when the need arises. These interventions will be guided by the DPSA Competency Framework and are designed to strengthen leadership capabilities across the department. In line with Regulation 35 of the Public Service Regulations of 2016, the department will conduct the Organisational Functionality Assessment (OFA) which seeks to monitor and assess whether all the necessary functional enablers are in place to support delivery processes in an optimum and accountable manner.

To support the capacity building initiatives, the department will allocate 1% of the budget for

training, enabling sustainable implementation of skills development programmes over the MTEF period. In support of the MTDP 2024 – 2029, the Branch: Corporate Services will focus on the strategic priority of building a capable, ethical and developmental state. Other priority training areas will include Fourth Industrial Revolution (4IR) skills, Ethics and Integrity Management and Development Communication.

Internal controls have been strengthened to recruit, retain and develop a skilled and capable workforce. The department remains committed to maintaining the vacancy rate below 10% in line with the DPSA guideline, while ensuring that the Five-Year Employment Equity Plan targets are achieved in respect of designated groups, women and PWDs.

Office of the Government Information Technology Officer OGITO

OGITO's strategic outputs are designed to digitally enable GCIS's communication mandate by modernising platforms, accelerating business automation and strengthening IT security. These initiatives support data-driven decision-making and operational efficiency through the integration of core systems and processes. The approach emphasises alignment with National Treasury's principles of value-for-money and measurable outcomes, ensuring that investments deliver tangible benefits.

. Across both planning discussions and ministerial directives, the central problem statement that South Africa faces escalating information threats, accelerated by AI-driven content generation and algorithmic amplification holds true. GCIS is expected to lead national efforts in setting standards, building state capability, and ensuring the integrity of government communication. Thus, GCIS must strengthen sovereignty, reduce external

dependency, and build internal monitoring and fact-checking capacity in the age of AI. The Digital Transformation Strategy and Content Hub initiatives foster e-governance, promote digital inclusion and drive innovation within the organisation

The management of both manual and electronic records, with particular emphasis on the SharePoint Document Centre, is subject to regular inspections. These inspections are conducted to ensure strict adherence to File Plan references, proper storage protocols and correct procedures for the disposal of records. In addition, ongoing efforts are underway to digitise identified paper and audio-visual records across all GCIS sites, supporting the transition to a more efficient and accessible Records Management System.

A Knowledge Management Committee (KMC) was established in 2025/26. The committee will institutionalise knowledge sharing and foster a culture of continuous learning within the department. The committee comprises representatives across the organisation and is tasked with fostering a culture of learning and sharing within the organisation. Its impact will be systematically tracked to assess how effectively it is embedding knowledge-sharing practices.

Furthermore, the OGITO is actively developing a comprehensive Knowledge Management Strategy to further strengthen the department's approach to capturing, managing and disseminating institutional knowledge.

Priorities for women, youth and people with disabilities

Although the GCIS budget allocation has shrunk over the period, the department is committed to

sourcing its goods and services from designated groups comprising women, youth, PWDs, EMEs, QSEs and companies in township and rural areas. The GCIS Procurement Plan and SCM Policy support this government-wide effort on economic transformation. Targets are set for procurement from these designated groups. The department prides itself on compliance and recognises the importance of payment of invoices timeously in contributing to the sustainability and growth of SMMEs. In this regard, the department has maintained an overall payment rate of over 95%.

Prudent spending on economic transformation will be closely monitored over the next three years (2026/27 until 2028/29) focusing on spending on designated groups (women, youth, and PWDs), rural and township economy. Quarterly reports will be used to measure GCIS spending on economic transformation and identify new ways to increase spending in designated groups, rural and township economy.

GCIS plans to spend 12% of its operational budget on women-owned businesses. Prudent spending on economic transformation will be closely monitored over the next three years (2026/27 until 2028/29).

Programme 1- Administration: Resource consideration
Expenditure estimates

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
R million							
Departmental Management	11 734	7 514	11 818	12 203	13 786	14 408	14 881
Corporate Services	68 806	62 608	82 542	96 876	91 883	96 722	100 901
Financial Administration	22 357	38 622	25 004	28 810	27 865	29 300	30 198
Internal Audit	10 243	9 882	10 569	11 045	12 398	12 931	13 543
Office Accommodation	75 345	81 035	86 848	68 394	71 525	73 320	78 457
TOTAL	188 485	199 661	216 781	217 328	217 457	226 681	237 980
Economic classification							
Current payments	186 435	195 220	214 624	208 628	215 174	224 500	235 820
Compensation of employees	78 779	76 005	82 807	90 509	91 588	95 710	98 686
Goods and services	107 656	119 215	131 817	118 119	123 586	128 790	137 134
of which:							
Audit costs: External	2 787	2 679	3 089	3 151	3 151	3 304	3 470
Communication	1 606	1 753	1 818	1 842	1 966	2 049	1 996
Computer services	13 570	18 179	21 629	17 978	23 867	24 555	25 598
Legal services	137	2 665	278	1 110	800	826	857
Contractors	428	664	253	658	495	547	535
Fleet services	341	330	361	330	140	154	119
Consumables: Stationery, printing and office supplies	1 044	489	713	780	890	1 032	1 055
Operating leases	70 187	74 734	80 683	60 835	60 831	63 186	67 770
Property payments	12 594	13 071	14 327	16 621	18 815	18 648	19 818
Travel and subsistence	2 083	2 353	3 172	2 613	4 285	4 999	5 643
Training and development	863	686	2 981	3 111	3 200	3 600	4 100
Transfers and subsidies	1 010	119	92	373	408	836	741
Public corporations and private enterprises	40	36	36	44	39	40	40
Households	970	83	56	329	369	796	701
Payments for capital assets	1 021	4 322	2 040	8 327	1 875	1 345	1 419
Buildings and other fixed structures	-	-	97	-	-	-	-
Machinery and equipment	1 021	4 322	1 165	6 482	1 875	1 345	1 419
Software and other intangible assets	-	-	778	1 845	-	-	-
Payments for financial assets	19	-	25	-	-	-	-
TOTAL	188 485	199 661	216 781	217 328	217 457	226 681	237 980

6.1.2 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 Informed and empowered citizens
	2.2 Transformed mainstream print and digital media, advertising and community media

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

- **Products and Platforms** provides strategic leadership in the development, production and dissemination of government communication content through credible and accessible platforms that inform, educate and empower the public about government policies, programmes and services.
- The work of the programme also targets news organisations and other stakeholders. Funding for the subprogramme will support the creation of high-quality written and multimedia content; innovative digital storytelling; and language services such as editing, proofreading and translation. It will also be used to enhance the management and continuous modernisation of GCIS websites, digital platforms and social media channels to ensure a dynamic online presence.
- In addition to producing government publications, the subprogramme provides strategic leadership in digital media innovation, guiding other government departments in adopting emerging technologies and best practices in online communication.
- **Research Analysis and Knowledge Services** conducts research through independent service providers to assess how government should address the public's information needs. A knowledge base is developed and maintained for easy reference. The subprogramme also monitors media coverage of issues affecting government and the country. It further provides an analysis on how the media interprets government policies and programmes; monitors and evaluates communication in government and assesses public perceptions in relation to government performance.

- **Communication Services Agency (CSA)** provides media bulk-buying services and media production services to government. The Media Production directorate guides all creative projects and are responsible for the overall quality work produced by the media production and technical services to GCIS and government. Media Production produces high-quality video, radio, and photography content that highlights national events, government programs, and The Presidency across multiple platforms. The Marketing and Events directorate executes a comprehensive GCIS marketing strategy to enhance visibility and engagement with GCIS offerings and further manages national government's Corporate Identity.
- **Policy Development, Analysis and Market Modelling (PDAMM)** conducts research and develops print media, new media and communication policies. The Chief Directorate continues to render secretariat support services to the Marketing, Advertising and Communication (MAC) B-BBEE Sector Charter Council as part of transformation in the sector through the provision of the Annual Monitoring Report or Annual Transformation Report which is tabled before the Minister in The Presidency, the dtic, B-BBEE Commission and the Presidency Advisory Commission on Black Economic Empowerment.

In addition, the Chief Directorate is responsible for development of the White Paper Policy to modernise the government-wide communication system. The White Paper Policy aims to ensure that government communication in all spheres is mandatory, binding and enforceable to give effect to the country's constitutional obligation towards the empowerment of its citizens through information. Additionally, the Chief Directorate renders strategic oversight and support to Brand SA and MDDA to improve the capacity of entities to deliver on its mandate, including facilitating Board appointments. Finally, PDAMM is responsible for the development and implementation of community media policies, laws (MDDA Amendment Bill) and strategies to promote community media as part of ensuring business enhancement and industrialisation.

Subprogramme: Products and Platforms

Outcome, outputs, performance indicators and targets

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
Informed and empowered citizens	Audience reach	Audience reach across GCIS digital platforms (websites and social media platforms)	New indicator	138 902 033 screens reached on GCIS-managed social media platforms	500 834 874 screens reached on GCIS-managed social media platforms	200 million audience reach across GCIS digital platforms (websites and social media platforms)	800 million audience reach across GCIS digital platforms (websites and social media platforms)	1 billion audience reach across GCIS digital platforms (websites and social media platforms)	1.1 billion audience reach across GCIS digital platforms (websites and social media platforms)
	Response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.	Percentage response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.	New indicator	New indicator	New indicator	50% response rate on piloted platform	92% response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.	95% response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.	100% response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.
	Operationalised omnichannel System for digital platforms	Number of digital platforms deployed on the omnichannel system.	New indicator	New indicator	New indicator	New indicator	Four (4) digital platforms deployed within the omnichannel system.	Six (6) digital platforms deployed within the omnichannel system.	Eight (8) digital platforms deployed within the omnichannel system.
	Growth in reads on SAnews stories	Number of reads on SAnews articles	New indicator	New indicator	New indicator	5% growth in number of reads on SAnews stories	40 million reads on SAnews articles	41 million reads on SAnews articles	42 million reads on SAnews articles
	Reach of <i>Vuk'uzenzele</i> among GSM 1, 2 and 3	Percentage reach of <i>Vuk'uzenzele</i> among target readers in GSM 1, 2 and 3	New indicator	New indicator	New indicator	New indicator	10% reach of <i>Vukuzenzele</i> among target readers in GSM 1, 2 and 3	15% reach of <i>Vukuzenzele</i> among target readers in GSM 1, 2 and 3	30% reach of <i>Vukuzenzele</i> among target readers in GSM 1, 2 and 3
	Full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Number of editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	New indicator	New indicator	New indicator	Four (4) full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Eight (8) full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	10 full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	12 full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Audience reach across GCIS digital platforms (websites and social media platforms)	800 million audience reach across GCIS digital platforms (websites and social media platforms)	200 million audience reach across digital platforms (websites and social media platforms)	200 million audience reach across digital platforms (websites and social media platforms)	200 million audience reach across digital platforms (websites and social media platforms)	200 million audience reach across digital platforms (websites and social media platforms)
Percentage response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.	92% response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.	92% response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.	92% response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.	92% % response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.	92% response rate to public comments across GCIS-managed Government ZA Facebook and X accounts.
Number of digital platforms deployed within the omnichannel system.	Four (4) digital platforms deployed within the omnichannel system.	One (1) digital platform deployed within the omnichannel system.	One (1) digital platform deployed within the omnichannel system.	One (1) digital platform deployed within the omnichannel system.	One (1) digital platform deployed within the omnichannel system.
Number of reads on SAnews articles	40 million reads on SAnews articles	10 million reads on SAnews articles	10 million reads on SAnews articles	10 million reads on SAnews articles	10 million reads on SAnews articles
Percentage reach of <i>Vuk'uzenzele</i> among target audience of GSM 1, 2 and 3	10% reach of <i>Vuk'uzenzele</i> among target readers in GSM 1, 2 and 3	No target	3% reach of <i>Vuk'uzenzele</i> among target readers in GSM 1, 2 and 3	3% reach of <i>Vuk'uzenzele</i> among target readers in GSM 1, 2 and 3	4% reach of <i>Vuk'uzenzele</i> among target readers in GSM 1, 2 and 3
Number of editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Eight (8) full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Two (2) editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Two (2) editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Two (2) editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Two (2) editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English

Subprogramme: Research Analysis and Knowledge Services
Outcome, outputs, performance indicators and targets

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
Informed and empowered citizens	Self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment.	Percentage of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment.	New indicator	Produced and published 183 self-initiated opinion pieces	100% (108/108) of self-initiated opinion pieces published	100% of self initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment.	100% self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment.	100% self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment.
	Communication research to projects to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms	Number of communication research projects to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms	New indicator	New indicator	New indicator	New indicator	Two (2) communication research projects to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms	Two (2) communication research projects to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms	Three (3) communication research projects to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms
	Government communications compliance at national level to qualitative elements in Phase 2 of the GCP	Percentage compliance of government communication at national level to qualitative elements in the GCP (Phase 2)	Four (4) quarterly G-CET reports produced	Two (2) quarterly G-CET reports produced	Two (2) biannual G-CET reports produced	20% compliance of government communication at national level to qualitative elements in the GCP (Phase 2)	25% compliance of government communication at national level to qualitative elements in the GCP (Phase 2)	30% compliance of government communication at national level to qualitative elements in the GCP (Phase 2)	50% compliance of government communication at national level to qualitative elements in the GCP (Phase 2)

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
	Compliance of government communication to the GCP at provincial level (Phase 1 elements)	Percentage compliance of government communication to the GCP at provincial level (Phase 1 elements)	New indicator	New indicator	New indicator	New indicator	20% compliance of government communication to the GCP at provincial level (Phase 1 elements)	25% compliance of government communication to the GCP at provincial level (Phase 1 elements)	35% compliance of government communication to the GCP at provincial level (Phase 1 elements)
	GCIS Quantitative Tracker survey to assess citizen satisfaction with government communication	Number of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction with government communication	New indicator	New indicator	New indicator	Two (2) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication	Two (2) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction with government communication	Three (3) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction with government communication	Four (4) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction with government Communication

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment
Percentage compliance of government communication at the national level to qualitative elements in the GCP (Phase 2)	25% compliance of government communication at national level to qualitative elements in the GCP (Phase 2)	25% compliance of government communication at national level to qualitative elements in the GCP (Phase 2)	No target	25% compliance of government Communication at national level to qualitative elements in the GCP (Phase 2)	No target
Percentage compliance of government communication to the GCP at provincial level (Phase 1 elements)	20% compliance of government communication to the GCP at provincial level (Phase 1 elements)	No target	20% compliance of government communication to the GCP at provincial level (Phase 1 elements)	No target	20% compliance of government communication to the GCP at provincial level (Phase 1 elements)
Number of communication research projects to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms	Two (2) communication research projects to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms	One (1) communication research project to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms	No target	One (1) communication research project to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms	No target
Number of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction with government communication	Two (2) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction with government communication	No target	One (1) GCIS Quantitative Tracker survey undertaken to assess citizen satisfaction with government communication	No target	One (1) GCIS Quantitative Tracker survey undertaken to assess citizen satisfaction with government communication

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

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
Informed and empowered citizens	Brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	Percentage implementation of brand awareness (GCIS FOR YOU) campaign to increase awareness of GCIS service offerings and government initiatives	New indicator	New indicator	New indicator	30% implementation of brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	50% implementation of brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	60% implementation of brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	70% implementation of brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives
	Hours broadcast on GoZA TV	Number of hours of content broadcast on GoZA TV	New indicator	OTT was officially launched and a few finished products were uploaded that include interviews with Tintswalos and “How To” videos guiding the public on how to access government services	On average, five hours per week of content uploaded and/ broadcast on the government service delivery OTT platform	72 hours of content broadcast per week on GoZA TV	720 hours of content broadcast on GoZA TV	900 hours of content broadcast on GoZA TV	1000 hours of content broadcast on GoZA TV
	People reached through central government campaigns amplifying MTDP 2024-2029 priorities	Number of people reached through central government campaigns amplifying MTDP 2024-2029 priorities	New indicator	42 010 843 people reached on national government campaigns implemented	123 736 648 people reached on national government campaigns implemented	20 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	60 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	65 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	75 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
	Government Media Buying Policy	Government Media Buying Policy produced	New indicator	New indicator	New indicator	New indicator	One (1) Government Media Buying Policy produced	-	-
	New clients using GCIS for Media Buying services	Number of new clients using the GCIS Media Buying service	New indicator	New indicator	New indicator	New indicator	Ten (10) new clients using the GCIS Media Buying services	20 new clients using the GCIS Media Buying services	30 new clients using the GCIS Media Buying services
	Advertising spend on community media by the GCIS and Media Buying clients	Percentage advertising spend on community media by the GCIS and Media Buying clients	New indicator	New indicator	New indicator	5% increase of advertising spend on community media by the GCIS and Media Buying client	12% of advertising spend on community media by the GCIS and Media Buying clients	15% of advertising spend on community media by the GCIS and Media Buying clients	20% of advertising spend on community media by the GCIS and Media Buying clients
	Audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach	Number of audio-visual content products from video, photography radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach	New indicator	486 audio-visual content products (photography/video) developed to profile national events, government programmes and The Presidency on various platforms	469 audio-visual content products (photography/video) developed to profile national events, government programmes and The Presidency on various platforms	2 200 audio-visual content products (photography/video) developed to profile national events, government programmes and The Presidency on various platforms	2 700 audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach	2 950 audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach	3 000 audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage implementation of brand awareness (GCIS FOR YOU) campaign to increase awareness of GCIS service offerings and government initiatives	50% implementation of brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	20% implementation of brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	30% implementation of brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	40% implementation of brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	50% implementation of brand awareness campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives
Number of hours of content broadcast on GoZA TV	720 hours of content broadcast on GoZA TV	180 hours of content broadcast on GoZA TV	180 hours of content broadcast on GoZA TV	180 hours of content broadcast on GoZA TV	180 hours of content broadcast on GoZA TV
Number of people reached through central government campaigns amplifying MTDP 2024-2029 priorities	60 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	15 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	15 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	15 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	15 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities
Government Media Buying Policy produced	One (1) Government Media Buying Policy produced	No target	Government Media Buying Policy produced	No target	No target
Number of new clients using the GCIS Media Buying services	10 new clients using the GCIS Media Buying services	2 new clients using the GCIS Media Buying services	3 new clients using the GCIS Media Buying services	2 clients using the GCIS Media Buying services	3 new clients using the GCIS Media Buying services
Percentage advertising spend on community media by the GCIS and Media Buying clients	12% of advertising spend on community media by the GCIS and Media Buying clients	3% of advertising spend on community media by the GCIS and Media Buying clients	6% of advertising spend on community media by the GCIS and Media Buying clients	9% of advertising spend on community media by the GCIS and Media Buying clients	12% of advertising spend on community media by the GCIS and Media Buying clients
Number of audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach	2 700 audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach	700 audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach	750 audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach	600 audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach	650 audio-visual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify reach

Subprogramme: Policy Development, Analysis and Market Modelling
Outcome, outputs, performance indicators and targets

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
Transformed mainstream print and digital media, advertising and community media	Annual Transformation Report	Number of Annual Transformation Reports produced	The MAC Charter Council conducted public consultations in all nine provinces on the revised Code. The Revised Code and the Public Consultation Report was submitted to the Minister for approval on 31 March 2023	Annual Transformation Report was developed, submitted to the Minister and published	Annual Transformation Report produced and submitted to the Minister by 31 March 2025	Annual Transformation Report compiled and submitted to the Minister by 31 March 2026	One (1) Annual Transformation Report produced	One (1) Annual Transformation Report produced	Appointment of new MAC Sector Council
Strengthened institutional effectiveness, governance and visibility	Community Media Support Scheme	Number of International Study Reports on Differentiated Community Media Support Scheme	-	-	-	New indicator	One (1) International Study Report on the Differentiated Community Media Support Scheme submitted to the EA.	National consultation on International Study on the Differentiated Community Media Support Scheme submitted to the EA.	Community Media Support Scheme approved by Cabinet
	Policy alignment and support of Government priorities assessment reports	Number of policy alignment and support of Government priorities assessment reports submitted to the EA	Eight (8) performance review and compliance monitoring reports compiled and submitted to the EA	Eight (8) performance review and compliance monitoring reports compiled and submitted to the EA	Eight (8) performance review and compliance monitoring reports compiled and submitted to the EA	Three (3) policy alignment and support of Government priorities assessment reports compiled and submitted to the EA	Three (3) policy alignment and support of Government priorities assessment reports submitted to the EA	Four (4) Ppolicy alignment and support of Government priorities assessment reports submitted to the EA	Five (5) policy alignment and support of Government priorities assessment reports submitted to the EA

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Annual Transformation Reports produced	One (1) Annual Transformation Report produced	No target	No target	No target	One (1) Annual Transformation Report compiled and submitted to the Minister by 31 March 2027
Number of policy alignment and support of Government priorities assessment reports submitted to the EA	Three (3) policy alignment and support of Government priorities assessment reports submitted to the EA	One (1) policy alignment and support of Government priorities assessment reports submitted to the EA	One (1) policy alignment and support of Government priorities assessment reports submitted to the EA	No target	One (1) policy alignment and support of Government priorities assessment reports submitted to the EA
Number of International Study Report on Differentiated Community Media Support Scheme	One (1) International Study Report on Differentiated Community Media Support Scheme submitted to the EA	No target	No target	One (1) International Study Report on Differentiated Community Media Support Scheme submitted to the EA	No target

Explanation of planned performance over the medium-term

Products and Platforms

The measurement of performance for SA news has been refined. The baseline established for the 2025/26 financial year was calculated using an earlier methodology and was therefore set at a relatively low level. For the new indicator, the service provider that had developed the SA news Content Management System, designed an automated method for calculating the number of reads per story, starting from the first day of each month. This automated approach is now being applied for performance measurement in the 2025/26 financial year. Furthermore, the increase in story readership is closely associated with heightened public interest in government programmes, including South Africa's participation in the G20 and government's intensified efforts to fight crime and corruption.

Directorate: Editorial and Language Services (E&LS) supports strategic units within the department with language editing and translation services. The directorate is responsible for facilitating the diversification of languages across GCIS products and platforms through increased use of languages other than English. This is done through translation services in-house and by using a panel to produce content in all official languages. E&LS is also responsible for producing an online edition of the *South Africa Yearbook* (SAYB) annually. The SAYB is an electronic publication that provides a comprehensive account of government programmes, policies and serves as one of various tools used to market South Africa as a destination of choice.

The smart Omnichannel System was piloted in 2025/26, enabling the GCIS to manage and track citizen comments received across multiple

social media channels, including X, Meta, TikTok and WhatsApp. During the pilot year, the system processed over 100 000 comments, enabling the achievement of a 90% response rate. Each comment was systematically reviewed, with appropriate responses issued, or marked as irrelevant, spam, or for internal follow-up. The pilot demonstrated the system's capacity to centralise citizen engagement, streamline workflow, and improve response tracking. Following the pilot, IA recommended the activation of Multi-Factor Authentication (MFA) for all users to minimise the risk of unauthorised access, strengthening system security.

For 2026/27, the annual target is to fully integrate the Omnichannel system across all GCIS platforms while implementing MFA and ensuring full user adoption. Quarterly milestones include activating MFA and conducting a user credential audit in Q1; integrating WhatsApp and email channels in Q2; optimising system workflows and providing refresher training in Q3; and launching automated dashboards with consolidated engagement reporting in Q4. These measures aim to sustain and improve citizen response rates while ensuring secure and efficient system use.

Over the five-year period, Vukuzenzele aims to acquire refined segmentation using GSM to contribute to the use of other official languages through digital platforms. Engagement with citizens will focus on promoting two-way communication. The targets for 2025/26 were based on increasing users, and the annual target was achieved in the first quarter. This overachievement is attributable to a low base set in the first instance, due to the *Vuk'uzenzele* newspaper being published and distributed digitally. This outcome was realised through the implementation of a distribution strategy that included access to other GCIS databases and email distribution.

Plans are to begin marketing the publication using mass emails and SMSes to reach its intended audience of GSM 1, 2, and 3. Concurrently, production of editions in languages other than English will be increased, and publication in Braille will continue. Going forward, the effectiveness of marketing and multimedia content will be assessed based on audience requirements and confirmed through research. The unit plans to measure the percentage penetration of the publication within the target audience of GSM 1, 2 and 3.

Research Analysis and Knowledge Services (RAKS)

The Chief Directorate: Research Analysis and Knowledge Services is responsible for ensuring a targeted approach to government communications. This includes providing Public Perception Research to gauge how the public perceives government performance and public information needs. Through communication research, the Chief Directorate also assesses the effectiveness of government key campaigns and platforms used to communicate government programmes. The G-CET is a communication monitoring and evaluation tool which serves as a mirror to the performance of government communications. A further key area of work includes the GCP in setting norms and standards. The national and international print, broadcast and online media monitoring further enables targeted communication. The development of key messages and opinion pieces ensures that the government speaks with one voice.

During this period, the GCIS Research Services will conduct a nationally representative Quantitative research study in support of MTDP and Clusters' formulation of communication strategies on key priorities. Additionally, the findings will be used in

support of the Department of Planning, Monitoring and Evaluation (DPME) development indicators, which track the country's progress toward national policy goals. The GSM will continue to guide campaign planning for maximum reach of targeted audiences using platforms accessible to each segment of the population.

In the 2026/27 financial year, the Chief Directorate: Research Analysis and Knowledge Services will ensure: (1) sustained media monitoring and development of opinion pieces to better inform the media agenda and ensure resonance of government message; (2) continued development of key messages to ensure alignment of governments voice; (3) continued investment on G-CET in the next financial year through targeted workshops with departments to ensure the improvement in the quality of inputs as well as compliance to the GCP. More entities at national government level will also be added to the tool; (4) conduct Public Perception Research that provides insights for effective government communication planning and collaborate with other government departments for assessment of government communication campaigns on key government programmes; (5) conduct the impact assessment of GCIS products and platforms for effective government communication; and (6) popularise and ensure adherence to the use of GSM in campaign planning and effectiveness.

The Chief Directorate, through the Communication Resource Centre (CRC), will continue playing an instrumental role in ensuring that GCIS fulfil its constitutional mandate. Our priority going forward is to ensure that the CRC produces self-initiated opinion pieces to increase government's voice on topical issues in the environment. All self-initiated opinion pieces will be published in either SAnews, gov.za/blog and *Vuk'uzenzele*. These opinion pieces will be



used to amplify the priorities of the 7th Administration government as well as assist the Independent Electoral Commission (IEC) of South Africa in informing the public about the importance of voting in the 2026 LGEs.

Over the period, the CRC will further continue providing extensive media monitoring of national and international print, broadcast and online coverage relating to South Africa, particularly the programmes, policies and key priorities of government. The media monitoring coverage serves as the anchor for the Rapid Response team, which keeps government and other communicators informed on developments in the national and international media environment that require proactive and reactive communication. Media monitoring will be supported through the “Print

Headline News” which capture the main stories of the day and early morning WhatsApp news highlights to recipients breaking and developing stories in the media environment. The media coverage will further enable CRC to develop key messages that respond to issues in the communication environment and ensures government speaks with one voice.

The Chief Directorate will continue using the G-CET to report on compliance to qualitative elements in the GCP at national level. In its efforts to entrench compliance to the GCP and expand the G-CET in what can be described as phase two, the Chief Directorate will monitor compliance to the basic enablers of the GCP at provincial level of government working closely with respective Offices of the Premier to ensure increased uptake.

GCIS five (5) priority campaigns for 2026/27



to delivering high-quality content for GoZA TV with a primary focus on empowering, educating citizens and effectively communicating government programmes. As the platform for disseminating information to the public, GoZA TV plays a crucial role in ensuring that citizens are well-informed about government initiatives, policies, and services.

CSA recognises the importance of delivering content that is informative, engaging, and relevant to the needs and interests of South Africans. In line with this commitment, the GCIS will continue producing and broadcasting programmes that provide valuable insights into government programmes, initiatives, and achievements. The goal is to empower citizens with the knowledge and information they need to actively participate in national development efforts and make informed decisions about their lives and communities.

The GCIS has identified five (5) priority campaigns for the 2026/27 financial year. The identified campaigns are:

- **Commemoration of 30 years of the South Africa's Constitution** to be celebrated as "Milestones of Freedom: Service in Honour of Our History". This campaign reinforces the social contract between government and citizens and connects liberation history with present day government delivery. It also speaks directly to the constitutional values of service, dignity and accountability.
- **Mis- and disinformation** targeting the media and the public.
- **Growing the economy and creating employment** (including opportunities for youth, promoting government and business partnerships, Special Economic Zones and Operation Vulindlela).
- **The 2026 LGEs** (where the emphasis will be on civic responsibility and addressing service delivery issues, the social net and access to free basic services).

Two distinct reports targeting 20% compliance will be produced for both national and provincial levels of administration. The second semester of the 2025/2026 financial year and the first quarter of the 2026/27 financial year, will be used to further intensify awareness and buy-in to G-CET.

Phase one of provincial monitoring is strategically designed to entrench the culture of accountability through the G-CET, thereby allowing departments to prepare for broader reporting in phase two – which will expand to focus on actual communication performance. Monitoring the basic communication enablers is essential to the effectiveness of any Communication unit, therefore, laying the ground for effective communication performance.

A Research Strategy developed in 2025/26 will be effective from 2026 to 2029. The strategy will

provide a clear roadmap to ensure that the research outputs and indicators as outlined in the 2025- 2030 Strategic Plan and 2026/27 APP are met. In addition, the strategy will ensure that research is conducted systematically, which will enhance the quality and reliability of the results.

Finally, the strategy will encourage the use of research findings periodically to inform and/or improve the GCP at different points during the 7th Administration. In addition, to the Research Strategy, the Research Services unit will conduct two Quantitative Tracker surveys to assess citizen satisfaction with government communication. Over the medium term, a series of research studies will be undertaken to assess the performance of selected GCIS products, platforms and campaigns.

Communication Service Agency (CSA)

The Chief Directorate: CSA reaffirms its commitment

- Play your Part: encouraging all South Africans to be active role players in the country's development and promotion by fighting crime and increasing safety, dealing with the national disaster of GBVF, and fostering social cohesion. The campaign will seek to align all government departments, platforms, and campaigns under a single, unified national brand architecture and narrative (messaging), led primarily by GCIS and Brand South Africa (Brand SA).

Through these campaigns, the GCIS aims to reach no less than 60 million people.

The Directorate: Media Buying remains committed to serving esteemed government clients, facilitating impactful government campaigns while upholding cost-effectiveness. Our focus remains on providing increased financial support to small enterprises and the community media sector, particularly emphasising community print.

Moreover, the directorate is dedicated to offering client departments comprehensive insights into the dynamic media landscape and emerging trends. By introducing innovative communication platforms, we ensure effective and contemporary communication strategies. To expand our reach and enhance service utilisation, the GCIS will develop and implement the roll out of the Media Buying Policy and engage with more client departments.

The GCIS, together with its Media Buying clients, will continue demonstrating its commitment to supporting community media by increasing the allocation of advertising expenditure to 10%, thereby ensuring greater inclusivity, sustainability, and representation within the local media landscape.

The Directorate: Media Production continues its vital support to The Presidency, government

departments, and state-owned entities SOEs. Its services encompass radio, photography, videography, traffic management, and media production, all aimed at capturing the essence of 'Government at Work' by various political principals and government departments. The Radio Unit, which is equipped with an in-house studio, remains dedicated to fostering connections with community radio stations nationwide, broadcasting engaging phone-in programmes, dramas and news bulletins.

The unit will continue prioritising its engagement with community media as part of fostering strong and meaningful relationships. It is dedicated to supporting and amplifying the work of community media outlets, recognising their unique ability to connect with and serve their audiences effectively. Through ongoing dialogue, collaboration and support, the GCIS will seek to strengthen ties between government entities and community media organisations for the betterment of communities. The directorate is committed and will strive to deliver the targeted 180 hours of content planned for broadcast quarterly on GoZA TV.

The Directorate: Marketing and Events Management remains steadfast in delivering comprehensive marketing activities for all GCIS products and platforms. It is committed to promoting effective communication channels and events to ensure optimal visibility and engagement with audiences. In line with the mission to facilitate transparent, effective and inclusive communication, the directorate aims to further enhance its services and collaborations with government entities and stakeholders and aims to implement 50% of the brand awareness (GCIS FOR YOU) campaign to increase awareness of GCIS service offerings and government initiatives. The GCIS FOR YOU campaign will run over a period of five years and was started in 2025/26.

Policy Development, Analysis and Market Modelling

During the 2026/27 financial year, the GCIS will finalise the Community Media Diversity and Plurality Index Study aimed at guiding the MDDA and the regulator, ICASA, in terms of the actual quantum of community media outlets, a market like South Africa is able to accommodate in order to avoid regulating for failure as well as to deal with community media sustainability. This study will serve as a critical input to determine appropriate support interventions that must form part of a South African Community Media Support Scheme that advances the transformation ambitions of the sector and ensures diversity and plurality of media sources.

In addition, GCIS will contribute to various policies, Bills and regulations that have impact on its work and assigned responsibilities and that affect the mandate and delivery its entities, MDDA and BrandSA which report to the Minister in the Presidency through the GCIS. This would include areas such as:

- Draft White Paper on Audio and Audiovisual Media Services and Online Safety;
- Draft Digital Terrestrial Television Regulations;
- Media and Digital Platforms Market Inquiry;
- Proposed Electronic Communications Amendment Bill, 2022;
- Invitation to pre-register for Community TV Service and Radio Frequency Spectrum for DTT Multiplex 1;
- Draft SABC Bill
- Framework for Licensing Spare Frequencies to Existing Community Sound Broadcasting Licenses Wishing to Increase their Coverage Area; and
- Copyright Amendment Bill.

In addition, the work on finalising the MDDA Amendment Bill will continue with the State Law Advisors and Parliament.

Programme 2 - Content Processing and Dissemination: Resource consideration
Expenditure estimates

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R million	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme Management for Content Processing and Dissemination	4 229	4 167	2 326	2 072	3 038	3 383	3 492
Research Analysis and Knowledge Services	39 625	38 521	36 676	40 457	40 653	42 638	44 338
Products and Platforms	44 747	43 209	34 040	44 596	47 943	49 758	51 512
Communication Service Agency	53 803	68 418	85 730	92 972	70 316	73 380	76 063
Policy Development, Analysis and Market Modelling	8 177	6 239	5 645	5 196	5 421	5 664	5 850
Brand South Africa	218 122	214 392	186 716	229 072	218 349	227 062	234 119
Media Development and Diversity Agency (MDDA)	36 822	36 173	38 568	40 296	41 924	43 598	44 953
TOTAL	405 525	411 119	389 701	454 661	427 644	445 483	460 327
Economic classification							
Current payments	147 425	159 029	161 389	182 391	165 233	172 501	178 575
Compensation of employees	98 933	96 851	93 094	98 002	103 257	107 581	110 924
Goods and services	48 492	62 178	68 295	84 389	61 976	64 920	67 651
of which:							
Advertising	4 561	15 646	32 220	40 648	21 733	22 658	23 659
Communication	2 988	2 959	6 976	8 452	7 767	7 925	8 050
Computer services	3 140	2 710	3 796	4 002	2 767	3 004	2 180
Consultants: Business and advisory services	1 028	1 281	1 557	4 286	4 654	4 591	4 919
Contractors	914	499	678	1 592	166	232	122
Agency and support/outsourced services	7 785	6 113	6 604	6 904	6 885	7 225	8 096
Consumables: Stationery, printing and office supplies	274	402	62	469	1 736	1 748	1 823
Travel and subsistence	7 582	10 391	11 687	13 721	12 598	13 731	14 762

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
Operating payments	17 603	19 534	2 673	1 868	1 347	1 527	1 638
Transfers and subsidies	255 119	251 050	225 506	269 537	260 573	271 210	279 722
Departmental agencies and accounts	254 944	250 565	225 284	269 368	260 273	270 660	279 072
Households	175	485	222	169	300	550	650
Payments for capital assets	2 928	1 010	2 705	2 733	1 838	1 772	2 030
Machinery and equipment	2 544	1 010	2 705	2 733	1 838	1 772	2 030
Software and other intangible assets	384	-	-	-	-	-	-
Payments for financial assets	53	30	101	-	-	-	-
TOTAL	405 525	411 119	389 701	454 661	427 644	445 483	460 327
Details of selected transfers and subsidies							
	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Economic classification							
Departmental agencies and accounts	254 944	250 565	225 284	269 368	260 273	270 660	279 072
Departmental agencies (non-business entities)							
Current	254 944	250 565	225 284	269 368	260 273	270 660	279 072
Brand South Africa	218 122	214 392	186 716	229 072	218 349	227 062	234 119
Media Development and Diversity Agency (MDDA)	36 822	36 173	38 568	40 296	41 924	43 598	44 953

6.1.3 Programme 3: Intergovernmental Coordination and Stakeholder Management

Programme purpose	Implementation of development communication, through mediated and unmediated communication and sound stakeholder relations and partnerships.
Outcome	3.1 A well-functioning and professional government communication system.
	3.2 Informed and empowered citizens.

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

- **Media Engagement** leads and drives interaction and communication between government and key stakeholders, particularly the media. Funding in this Chief Directorate will be used to ensure effective liaison between government and the media; domestically and internationally.

The focus is on establishing, strengthening and maintaining relations with domestic and international media so that the work of government is covered in the media environment. Media Engagement coordinates a central communication platform to ensure alignment of government messaging and responses to issues in the media environment, both proactively and reactively to set the government agenda.

The Chief Directorate also ensures that the work of government is cascaded to members of Parliament, coordinates cross-cutting parliamentary questions and provides media support to Ministers and departments.

- **Cluster Communication** provides strategic communication, planning, coordination and leadership to clusters. It provides professional project management for cluster communication campaigns and coordinates the development of the integrated cluster communication plans annually.
- **Provincial and Local Liaison (P&LL)** coordinates the intergovernmental communication system at provincial and local level to ensure alignment to the GCP prescripts and NCSF. Through unmediated development communication typologies, the subprogramme further implements outreach programmes to inform, raise awareness, widen access of government programmes and policies to the public. The sub-programme also conducts stakeholder engagement at grassroots level and supports the coordination of the Izimbizo programme of government in line with the DDM.

Additionally, the subprogramme conducts community media roundtables aimed at sustainability and transformation of the community media sector at provincial and district level.

Subprogramme: Media Engagement

Outcome, outputs, performance indicators and targets

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
Informed and empowered citizens	Strategic media engagements held to expand government messaging on Cabinet decisions	Percentage of strategic media engagements held to expand government messaging on Cabinet meetings	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% (11/11) of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions
	Media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	Percentage of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	30 engagements between government officials and senior journalists on government's Programme of Action (PoA) held	37 engagements between government officials and senior journalists on government's key programmes in the National Annual Strategic Plan (NASP) held	61 engagements between government officials and senior journalists on government's key programmes held	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
A well-functioning and professional government communication system	Communication interventions made by GCIS within two hours to manage governments' reputation	Percentage of communication interventions made by GCIS within two hours to manage governments' reputation	New indicator	New indicator	New indicator	100% of communication interventions made by GCIS within two hours to manage government's reputation	60% of communication interventions made by GCIS within two hours to manage government's reputation	60% of communication interventions made by GCIS within two hours to manage government's reputation	60% of communication interventions made by GCIS within two hours to manage government's reputation
	Communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	Percentage of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	New indicator	New indicator	New indicator	70% of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	100% of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	100% of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	100% of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions
Percentage of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024- 2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment
Percentage of communication interventions made by GCIS within two hours to manage governments' reputation	60% of communication interventions made by GCIS within two hours to manage governments' reputation	60% of communication interventions made by GCIS within two hours to manage governments' reputation	60% of communication interventions made by GCIS within two hours to manage governments' reputation	60% of communication interventions made by GCIS within two hours to manage governments' reputation	60% of communication interventions made by GCIS within two hours to manage governments' reputation
Percentage of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	100% of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	100% of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	100% of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	100% of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	100% of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response

Subprogramme: Cluster Communication

Outcome, outputs, performance indicators and targets

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
A well-functioning and professional government communication system	Approved annual IGCP	Number of approved annual IGCP	New indicator	New indicator	New indicator	One (1) approved annual IGCP	One (1) approved annual IGCP	One (1) approved annual IGCP	One (1) approved annual IGCP
	IGCP implementation	Number of progress reports produced on the implementation of the IGCP	New indicator	New indicator	New indicator	Four (4) progress reports on the implementation of the IGCP	Two (2) progress reports produced on the implementation of the IGCP	Two (2) progress reports produced on the implementation of the IGCP	Two (2) progress reports produced on the implementation of the IGCP
	Implement communication projects aligned with the NCSF/MTDP/SoNA priorities	Number of communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	New indicator	20 projects implemented aligned with the NCSF/MTSF/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities
	Develop Cluster Communication programmes	Number of Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed
	Improved government communication dissemination through GCIS Stakeholder partnerships	Number of GCIS stakeholder partnerships formalised to enhance government communication	New indicator	New indicator	New indicator	New indicator	Four (4) GCIS stakeholder partnerships formalised to enhance government communication	Four (4) GCIS stakeholder partnerships formalised to enhance government communication	Four (4) GCIS stakeholder partnerships formalised to enhance government communication

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
	GCIS special projects implemented aligned to MTDP/NCSF/ SoNA	Number of GCIS special projects implemented aligned to MTDP/NCSF/ SoNA	New indicator	New indicator	New indicator	New indicator	One (1) GCIS special project Implemented aligned to MTDP/NCSF/ SoNA	One (1) GCIS special project Implemented aligned to MTDP/NCSF/ SoNA	One (1) GCIS special project Implemented aligned to MTDP/NCSF/ SoNA
	Newly appointed government communicators completing the Mastering the Art of Government Communication Course	Percentage of newly appointed government communicators completing the Mastering the Art of Government Communication Course	New indicator	New indicator	New indicator	New indicator	60% of newly appointed communicators completing the Mastering the Art of Government Communication Course	60% of newly appointed communicators completing the Mastering the Art of Government Communication Course	60% of newly appointed communicators completing the Mastering the Art of Government Communication Course
	Request communication training opportunities availed across the communication system	Percentage of approved requests communication training opportunities availed across the communication system	20 communication training opportunities availed across the communication system	20 communication training opportunities availed across the communication system	25 communication training opportunities availed across the communication system	25 request/ demand-driven communication training opportunities availed across the communication system	100% of approved requests communication training opportunities availed across the communication system	100% of approved requests communication training opportunities availed across the communication system	100% of approved requests communication training opportunities availed across the communication system
	Proactive communication training opportunities availed across the communication system	Number of proactive communication training opportunities availed across the communication system	New indicator	New indicator	New indicator	Eight (8) proactive communication training opportunities availed across the communication system	Eight (8) proactive communication training opportunities availed across the communication system	Nine (9) proactive communication training opportunities availed across the communication system	Ten (10) proactive communication training opportunities availed across the communication system

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of approved annual IGCP	One (1) approved annual IGCP	Annual IGCP approved	No target	No target	No target
Number of progress reports produced on the implementation of the IGCP	Two (2) progress reports produced on the implementation of the IGCP	No target	No target	One (1) progress report produced on the implementation of the IGCP	One (1) progress report produced on the implementation of the IGCP
Number of communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	Five (5) communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	Five (5) communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	Five (5) communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	Five (5) communication projects implemented aligned with the NCSF/MTDP/SoNA priorities
Number of Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	No target	Five (5) Cluster Communication programmes developed	No target	No target
Number of GCIS special projects implemented aligned to MTDP/NCSF/SoNA	One (1) GCIS special project implemented aligned to MTDP/NCSF/SoNA	No target	No target	One (1) GCIS special project implemented aligned to MTDP/NCSF/SoNA	No target
Number of GCIS stakeholder partnerships formalised to enhance government communication	Four (4) GCIS stakeholder partnerships formalised to enhance government communication	One (1) GCIS stakeholder partnership formalised to enhance government communication	One (1) GCIS stakeholder partnership formalised to enhance government communication	One (1) GCIS stakeholder partnership formalised to enhance government communication	One (1) GCIS stakeholder partnership formalised to enhance government communication
Percentage of newly appointed government communicators completing the Mastering the Art of Government Communication Course	60% of newly appointed communicators completing the Mastering the Art of Government Communication Course	No target	30% of newly appointed communicators completing the Mastering the Art of Government Communication Course	50% of newly appointed communicators completing the Mastering the Art of Government Communication Course	60% of newly appointed communicators completing the Mastering the Art of Government Communication Course

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of proactive Communication training opportunities availed across the communication system	Eight (8) proactive Communication training opportunities availed across the communication system	Two (2) proactive Communication training opportunities availed across the communication system.	Two (2) proactive Communication training opportunities availed across the communication system.	Two (2) proactive Communication training opportunities availed across the communication system.	Two (2) proactive Communication training opportunities availed across the communication system.
Percentage of approved requests for communication training opportunities availed across the communication system	100% of approved requests for communication training opportunities availed across the communication system	100% of approved requests for communication training opportunities availed across the communication system	100% of approved requests for communication training opportunities availed across the communication system	100% of approved requests for communication training opportunities availed across the communication system	100% of approved requests for communication training opportunities availed across the communication system

Subprogramme: Provincial and Local Liaison
Outcome, outputs, performance indicators and targets

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
A well-functioning and professional government communication system	Coordination of strategic liaison services to enhance coherence and alignment in government communication at provincial and local levels	Number of strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Produced four (4) reports on support to the functioning of the government communication system (provincial and local level)	Four (4) reports on support to the functioning of the government communication system produced (provincial and local level)	Four (4) reports on support to the functioning of the government communication system produced (provincial and local level), including the DDM	36 strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	36 strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	36 strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	36 strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels
	Development communication projects implemented aligned with the NCSF	Number of development communication projects implemented aligned with the NCSF	2 342 development communication projects implemented aligned with the NCSF	1 938 development communication projects implemented aligned with the NCSF	562 development communication projects implemented aligned with the NCSF	1 250 development communication projects implemented aligned with the NCSF	1 254 development communication projects implemented aligned with the NCSF	1 254 development communication projects implemented aligned with the NCSF	1 254 development communication projects implemented aligned with the NCSF

Outcome	Output	Output indicator	Audited/Actual performance			Estimated performance 2025/26	Medium-term targets		
			2022/23	2023/24	2024/25		Annual targets 2026/27	Annual targets 2027/28	Annual targets 2028/29
Informed and empowered citizens	Public education and awareness initiatives undertaken	Number of public education and awareness initiatives undertaken	New indicator	New indicator	New indicator	228 public education awareness activities undertaken	228 public education awareness activities undertaken	228 public education awareness activities undertaken	228 public education awareness activities undertaken
	Localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	Number of localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	New indicator	New indicator	New indicator	45 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	45 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	54 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	63 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)
	Community and stakeholder liaison sessions/visits undertaken	Number of community and stakeholder liaison sessions/visits undertaken	1 718 community and stakeholder liaison sessions/visits undertaken	1 605 community and stakeholder liaison sessions/visits undertaken	1 420 community and stakeholder liaison sessions/visits undertaken	1 250 community and stakeholder engagement sessions/visits undertaken	1 254 community and stakeholder engagement sessions/visits undertaken	1 254 community and stakeholder engagement sessions/visits undertaken	1 254 community and stakeholder engagement sessions/visits undertaken
Transformed mainstream print and digital media, advertising and community media	Community media sustainability support initiatives undertaken	Number of community media sustainability support initiatives undertaken	New indicator	New indicator	New indicator	Nine (9) community media sustainability support initiatives undertaken	Nine (9) community media sustainability support initiatives undertaken	Nine (9) community media sustainability support initiatives undertaken	Nine (9) community media sustainability support initiatives undertaken

Indicators, annual and quarterly targets

Output indicator	Annual target 2026/27	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	36 strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Nine (9) strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Nine (9) strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Nine (9) strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Nine (9) strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels
Number of development communication projects implemented aligned with the NCSF	1 254 development communication projects implemented aligned with the NCSF	342 development communication projects implemented aligned with the NCSF	342 development communication projects implemented aligned with the NCSF	285 development communication projects implemented aligned with the NCSF	285 development communication projects implemented aligned with the NCSF
Number of public education and awareness initiatives undertaken	228 public education awareness activities undertaken	57 public education awareness activities undertaken	57 public education awareness activities undertaken	57 public education awareness activities undertaken	57 public education awareness activities undertaken
Number of localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	45 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	11 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	11 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	11 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	12 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)
Number of community and stakeholder liaison sessions/visits undertaken	1 254 community and stakeholder engagements sessions/visits undertaken	342 community and stakeholder liaison sessions/visits undertaken	342 community and stakeholder liaison sessions/visits undertaken	285 community and stakeholder liaison sessions/visits undertaken	285 community and stakeholder liaison sessions/visits undertaken
Number of community media sustainability support initiatives undertaken	Nine (9) community media sustainability support initiatives undertaken	Two (2) community media sustainability support initiatives undertaken	Three (3) community media sustainability support initiatives undertaken	Two (2) community media sustainability support initiatives undertaken	Two (2) community media sustainability support initiatives undertaken

Explanation of planned performance over the medium-term

The Branch: Intergovernmental Coordination and Stakeholder Management will coordinate and lead the government communication system at national, provincial and local levels. In the first instance, this will be done by the completion of the 2026/27 revision of the annual IGCP which will be constantly monitored. First developed in the 2025/26 year, the IGCP is a summative and integrated annual communication implementation plan for the NCSF and contains the plans of FOSAD clusters, national and provincial departments and local governments. The IGCP will also include sectoral as well as key entity plans pertinent to the delivery of the key communication campaigns contained in the MTDP 2024 – 2029.



Work to ensure effective communication coordination through engagements with HoCs, the Government Communication Forum (GCF) as well as Internal Communicators' Forum (ICF) meetings, will continue. More emphasis will be placed on strengthening the Intergovernmental Communication Coordination Forum (IGCF) with provinces and municipalities, in partnership with both the Department of Cooperative Governance and Traditional Affairs (CoGTA) and the

South African Local Government Association (SALGA) communication, to give particular expression to the implementation plans and key priorities contained in the various One Plans of districts as well as the overall communication opportunities emerging from the implementation of the DDM.

The Branch will avail training opportunities for government communicators. Progress around the coordination efforts as well as the delivery of public information via the IGCP will be done on a quarterly basis to key stakeholders.

Media Engagement

Media Engagement leads and drives interaction and communication between government and key stakeholders, particularly the media. Funding in this Chief Directorate will be used to ensure effective liaison between government and the media; both domestically and internationally.

The focus is on establishing, strengthening and maintaining relations with domestic and international media so that the work of government is covered in the media environment. Media Engagement coordinates a central communication platform to ensure alignment of government messaging and responses to issues in the media environment, both proactively and reactively to set the government agenda.

Media engagements coordinated to expand government messaging on the MTDP 2024 -- 2029 and issues in the environment, will contribute to the GCIS outcome for informed and empowered citizens. Key campaigns will be implemented through cluster's and Media Engagement will provide strategic media support to both domestic and international campaigns.

Media Engagement will also coordinate media roundtables and dialogues on priorities relating to women, youth and PWDs to include these group's economic empowerment.

By instituting a two-hour and six-hour response framework, GCIS will ensure timely interventions to correct misinformation, provide verified updates, and support a unified government voice. These indicators reinforce GCIS's capacity to safeguard government's reputation through swift, factual, and coordinated communication. This contributes directly to the outcome of a well-functioning government communication system and enhances the overall impact of building public trust and confidence in government communication.

However, not every response or action will fall within the defined APP targets or timeframes, as certain matters may require additional processes such as consultations with principals, departments and other stakeholders before action is taken.

The Rapid Response unit will play a strategic role in daily analysis of media coverage, public discourse, and emerging issues to identify potential risks or opportunities for government messaging or responses. Based on this analysis, the unit will initiate or coordinate communication interventions, ensuring that responses are accurate, aligned, and reputationally sound. Given limited budget allocations, implementation will be achieved through close collaboration with the CRC and across GCIS clusters to optimise use of available tools, staff and communication platforms. The new indicators introduced in 2025/26, continue to be institutionalised with GCIS aiming for improved turnaround time for media responses; however transversal issues may take longer to respond to.

Based on implementation experience during the 2025/26 financial year, the targets for the response framework have been reviewed to ensure greater alignment with the strategic communication priorities of government. The adjustment reflects a more strategic and impact-driven approach, focusing on quality, and strategic alignment of responses issued rather than quantity.

During implementation, it was observed that not all issues required immediate rapid responses within the prescribed timeframes, especially those that require line-function departmental responses, and particularly when the matters demanded further verification, coordination across departments, or alignment with broader GCIS messaging. In such cases, adhering rigidly to the timeframes risked compromising the quality and coherence of communication.

Therefore, the reduction in targets is informed by implementation experience, which showed varying levels of urgency across communication issues; consultations where required, improved alignment with GCIS protocols, ensuring that responses are issued when strategically required rather than on volume alone; and focus on quality over quantity, ensuring that responses are coordinated, and reflective of government's unified position.

The Parliamentary Liaison Service ensures that the work of government is cascaded to members of Parliament in the National Assembly and the National Council of Provinces, coordinates government communication across all Parliamentary platforms to maximise Executive visibility and messaging opportunities and provides media support to Ministers and departments.



Cluster Communication

Over the medium-term, cluster communication has emerged as a pivotal mechanism in advancing the strategic outcome of a well-functioning government communication system. To this end, the cluster will assume a leadership and coordination role at both national departmental and cluster levels, ensuring alignment and coherence across government with respect to messages and platforms. This will be achieved through structured and ongoing engagements with HoCs, as well as through established forums such as the GCF, Cluster Communication meetings as well as ICFs. These platforms will serve as critical enablers for collaboration, information sharing, and harmonisation of communication efforts across national departments and clusters.

To strengthen the effectiveness of the government communication system and ensure the successful implementation of the Cluster Communication programmes; clusters will compile progress reports. These reports will serve as a critical tool for evaluating the system's overall functionality, coherence, and impact.

Cluster Communication will also play a central role in the institutionalisation of the NCSF throughout the 7th Administration into the broader government communication system. This process will ensure that the principles, priorities, and strategic direction outlined in the NCSF are consistently applied across all spheres of government. During the 2025/26 financial year, the NCSF was socialised within the government communication system through

presentations to various forums, as well upon request by various government institutions. A matrix of indicators were developed for the implementation of the NCSF and reports will be compiled on progress during the term of administration and tabled at the GCFs.

The IGCP is the GCIS's initiative to accelerate information dissemination to South Africans and ensure seamless functioning of the government communication system. This is achieved through the coordination of the government communication activities at all three spheres – nationally, provincially and locally. The IGCP is a communication roadmap that has reach and impact across the government communication system, giving effect to the implementation of the NCSF. The comprehensive document incorporates all government communication activities through the five clusters; while the P&LL unit consolidates activities of the provinces and municipalities; and Media Engagement supports departments to navigate through the media space enabling them to respond rapidly when issues arise.

Cluster Communication is responsible for monitoring the implementation of these communication activities on a quarterly basis to identify areas for improvement and support. These progress reports are consolidated and presented to FOSAD clusters to demonstrate the reach and impact of government's coordinated communication, highlight the impact of communicating common messaging and the effectiveness of using diverse communication platforms and products to reach all citizens.

Furthermore, the reports are enriched through the public opinion research, as well as media content analysis. The IGCP reports record achievements,

challenges and outcomes to constantly enhance the functioning of the government communication system and develop recommendations to departments to achieve better reach and impact of government communication.

Through the application of professional project management principles, Cluster Communication will continue playing a vital role in implementing priority campaigns linked to key government strategic priorities. In the forthcoming period, the Cluster Communication teams will lead the planning and execution of a series of high-impact campaigns. These include civic education initiatives unique to the 2026/27 financial year such as the promotion of the LGEs, with specific focus on civic awareness and participation; and an Elections Safety Campaign, with a strong focus on combatting misinformation and disinformation, but also including anti-corruption and integrated crime prevention efforts, campaigns promoting economic opportunities and job creation. Additionally, targeted communication interventions will support the national response to GBVF, reinforcing the government's commitment to social justice and community safety. Through coordinated efforts and strategic messaging, these campaigns aim to foster public awareness, trust and active citizen participation.

The GCIS continues through the Cluster teams to also support key initiatives; giving expression to the national priorities of securing energy stability and security; reviving the lagging freight and logistics system but also an intensified drive to combat crime and corruption in partnership with business leadership in South Africa. As such, the GCIS will continue working closely with the Project Management Office in The Presidency, Operation Vulindlela as well as various joint government and

business forums to drive communication in these priority areas.

The Stakeholder Management and Special Projects unit will conduct stakeholder engagements and special projects to engage key GCIS and government stakeholders. This will leverage on stakeholders to enhance government communication, building on the newly approved GCIS Stakeholder Engagement Strategy (approved in the 2025/26 financial year). Activities will include webinars, radio panel discussions, training sessions and thought leadership dialogues.

Women, youth and PWDs, as well as apex coordination bodies in the media, communication and marketing fields, will be key partners in these efforts through information sharing sessions and outreach events, most of which will elevate areas of transformation including media sustainability and diversity, human rights and responsibilities, social cohesion and nation-building. The unit will also coordinate national multi-stakeholder engagement sessions for political principals on key government projects but also support key events of an international profile which take place on South African shores but which give clear expression to the Nation Brand position approved by Cabinet in October 2025.

The Communication Training and Institutional Development (CID) directorate will over the medium-term period, deliver training to government communicators based on the requests that will be received. The directorate has a target of nine requests to deliver and four proactive communication trainings. This will also include the Mastering the Art of Government Communication Course (MAGC), mis, dis and malinformation trainings for local government in preparation for the LGEs.

Having formally launched this course in 2025/26 with the NSG, the team will work annually to achieve a 60% take-up rate by new entrants to the communication system in order to reach the overall target of 60% completion of this course by new entrants by 2030.

Professionalism is achieved when communicators are equipped to deliver strategic, community-focused communication such as completing the MAGC. Within the CID directorate, professionalism entails:

- **Strategic communication excellence:** Developing and implementing communication training programmes aligned with the NCSF, MTDP and SoNA priorities – to name a few.
- **Ethical and inclusive engagement:** Delivering programmes that encompass transparent, multilingual communication (including SASL) to foster public trust.
- **Capacity building and standardisation:** Ensuring 60% of newly appointed communicators complete the MAGC course by 2029, supported by eight proactive and 25 demand-driven training sessions annually, with outcomes evaluated to identify gaps, weaknesses, and skills needs.
- **Collaborative accountability:** Partnering internally with units such as the GCIS Research unit; also integrating G-CET outcomes and P&LL feedback into communication strategies; ensuring alignment with programmes and priorities.

By the end of the strategic planning period, a professional communication system must be evidenced by:

- **GCET-driven communication outputs:** Delivery of NCSF/MTDP/SoNA-aligned projects and Cluster Communication programmes, with G-CET outcomes (e.g. enhanced message clarity and reach) achieving at least a 10% consistent increase for stakeholder satisfaction surveys by the Research unit.
- **Effective coordination and stakeholder engagement:** Coordination of engagements with HoCs, GCFs, PCFs, ICFs and an approved Stakeholder Management Strategy, addressing P&LL gaps (e.g. inconsistent Provincial Forum functionality) through strategic liaison services.
- **Compliance and enhanced trust:** Full adherence to the GCP and NCSF, with quarterly reputation assessment reports and communication system audits, informed by Research unit data, demonstrating a 10% increase in public trust metrics.

To achieve professionalism, CID will collaborate with the GCIS Research unit to integrate G-CET outcomes into quarterly IGCP progress reports, targeting a 10% improvement in communication effectiveness metrics by 2027. Working with P&LL, the unit will socialise District Communication Plans and the Provincial G-CET instrument, while establishing a joint CID-Research unit task team by Q2 of 2026 to monitor performance and develop corrective actions for gaps. Training session outcomes will be evaluated quarterly to identify gaps, weaknesses, and skills needs, using feedback to refine the MAGC course and tailor additional training, with a target of addressing identified gaps.

Provincial and Local Liaison (P&LL)

The subprogramme, P&LL in GCIS plays a strategic liaison role across the system of communication inter-governmentally, with various tactical and support interventions in place to ensure alignment and strengthening of strategic government communication in provincial and local government.

To enhance coherence in the intergovernmental communication system, P&LL will advocate for alignment to the NCSF, the revised GCP and G-CET by facilitating regular communication coordinating forums at provincial and local levels.

The forums will be used to share information on norms and standards around government communication. As learning network platforms, the forums also serve as platforms to assess compliance with the prescripts of the GCP. The sub-programme will also mainstream its support in other strategic Intergovernmental Relations forums responsible for catalytic programmes of government such as the DDM. Additionally, key content will be shared in these forums for further dissemination. The subprogramme will facilitate processes to strengthen District Communication Forums and advocate for dedicated HoCs in various districts.

Education, outreach and information dissemination represent key elements of the mandate of the subprogramme, in ensuring effective public participation, since it is clear that without information, participation is impossible.

The subprogramme will undertake 1 250 development communication activities and outreaches to ensure that citizens are informed and empowered with programmes and policies of government. Aligned to the NCSF, these activities will be characterised by

community activations, dialogues, radio talk shows, public education and awareness campaigns.

By doing so, the subprogramme will afford communities platforms to interface with government and encourage active citizenry. Key among other programmes will be localised dialogues around GBVF, which remains a serious societal challenge requiring stronger collaboration between government and communities; and which is evidenced in the top priorities contained in government's MTDP and programme priorities.

Additionally, the subprogramme, will pursue dedicated public education sessions that seek to address abstract or complex issues that need to be well explained to the public through public information efforts as well as technical issues affecting the nation such as cybersecurity, climate change and, voter education in collaboration with lead departments such as Forestry, Fisheries and the Environment and the DCDT. These interventions will further increase government visibility and direct engagement with communities.

Furthermore, communities will be provided with economic empowerment programmes directed to youth, women and PWDs to increase active participation in the economy and to build pride, patriotism and nation-building. P&LL, through the GCIS provincial and district offices as well as other frontline social partners, will undertake outreaches to communities to re-inforce public education on crime prevention and to inculcate a call-to-action culture to help curb escalating incidences of vandalism of public infrastructure, crime and corrupt behaviour. Through these outreaches the subprogramme plans to improve its efforts to communicate the successes of government. The subprogramme plans

to undertake 228 public education activities annually. P&LL will further hold engagements with various community formations at provincial and local levels to increase force multipliers in government communication.

These localised face-to-face engagements will target stakeholders and formations such as community police forums, clinic committees, school governing bodies, community health workers, health promoters, health inspectors, ward committees, Thuthuzela Care Centres, civil-society formations; faith-based and NGOs, traditional authorities, community development workers, minority and special groups, Thusong Service Centre structures, cooperatives, entrepreneurs, hawkers and SMMEs. These interactive sessions will be used to distribute government information products such as booklets, posters and flyers written in local languages. A total of 1250 engagements will be held annually.

The subprogramme will support various initiatives aimed at ensuring that an increased pool of community media platforms is available to empower citizens. This will be done through roundtable discussions at provincial and local level. Nine Roundtable sessions will be held annually to enhance transformation of the community media sector in collaboration with DCDT entities.

To maximise reach and diversified languages, the sub-programme will continue to develop and disseminate information material in local languages besides English. This intervention seeks to disseminate information that is relatable and easily understood. An estimated 45 localised information products will be packaged and disseminated in respective provinces.



Programme 3- Intergovernmental Coordination and Stakeholder Management: Resource consideration
Expenditure estimates

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
R million							
Programme Management for Inter-governmental Coordination and Stakeholder Management	3 525	3 640	4 176	4 339	4 531	4 734	4 885
Provincial and Local Liaison	89 108	88 869	94 889	108 783	109 159	113 847	112 150
Media Engagement	16 732	15 403	16 009	19 306	19 184	19 975	20 596
Cluster Supervision (Human Development, Social Protection and Governance and Administration)	10 978	9 709	9 968	11 586	12 356	12 750	13 130
Cluster Supervision (Economic and Infrastructure, Justice and International)	9 552	9 967	12 491	13 342	12 915	13 560	13 977
TOTAL	129 895	127 588	137 533	157 356	158 145	164 866	164 738
Economic classification							
Current payments	128 095	125 886	135 680	154 476	154 660	162 768	162 518
Compensation of employees	108 830	108 105	111 513	122 569	129 672	135 903	140 126
Goods and service of which:							
Advertising	726	1 215	2 541	4 019	2 499	2 444	1 608
Communication	4 903	4 923	5 580	9 110	6 244	5 887	6 453
Contractors	193	152	327	927	675	707	836
Fleet services (including government motor transport)	1 249	1 149	1 159	1 129	1 295	1 123	1 219
Consumables: Stationery, printing and office supplies	394	427	341	799	1 027	1 135	799
Travel and subsistence	9 398	8 193	10 476	10 586	8 976	10 446	8 017
Operating payments	443	405	497	716	886	2 228	1 038
Transfers and subsidies	237	563	246	801	1 542	954	1 019
Public corporations and private enterprises	-	7	-	2	2	2	2
Households	237	556	246	799	1 540	952	1 017
Payments for capital assets	1 552	1 133	1 550	2 079	1 943	1 144	1 201
Buildings and other fixed structures	17	18	28	-	-	-	-
Machinery and equipment	1 535	1 115	1 522	2 079	1 943	1 144	1 201
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	11	6	57	-	-	-	-
TOTAL	129 895	127 588	137 533	157 356	158 145	164 866	164 738

7. KEY RISKS

Outcome	Key risks	Risk mitigation
A well-functioning and professional government communication system	Lack of coherence in government messaging	<ul style="list-style-type: none"> • Key messages developed by GCIS are deposited in the WhatsApp groups of government five clusters, MLOs to Ministers, database of national and provincial communicators, as well as to the Chiefs of Staff to Ministers. • Cascade message of the day to provincial and districts offices to share their stakeholder networks. • Conduct capacity building for communicators and Executives. • Implement the GCIS approved Stakeholder Strategy. • Provide progress on the implementation of the IGCP. • Roll out the approved GCP and Executive Communication Protocol. • Bi-annual report on compliance to the GCP. • Review the GCP to strengthen enforcement and consequence management.
Informed and empowered citizens	Spreading of misinformation and disinformation leading to a misinformed public	<ul style="list-style-type: none"> • Formalise and implement a MoA with the institute currently forming part of the national communication partnership on IEC, and relevant institutions to institutionalise coordinated capacity- building and response mechanisms for managing misinformation and disinformation. • Continue convening meetings of the national communications partnership on misinformation and disinformation. • Establishing MoU with Meta on government universally accepted definition of misinformation and disinformation for ease of take down, verification of accounts on TikTok, verification of fake website with central registry for websites.za domain name authority, cyberlife to also include turn-around times. • Provide platforms for training and empowerment (SANEF, Press Council, NCRF, SACRO, AIP and media) on mis- and disinformation to relevant stakeholders. • Implement public education campaigns that raise public awareness on cybercrimes. • Submit inputs to DCDT on AI Policy. • Develop a GCIS AI Policy aligned to the National AI Policy.
	Decline in public trust in government communication	<ul style="list-style-type: none"> • Implement Cabinet and non-Cabinet media briefing schedule. • Implementation of grassroots-based Community and Stakeholder Engagements (CSEs) for two-way communication. • Implementation of development communication projects in communities to provide government information. • GCIS public opinion research (Tracker) to be presented to Provincial EXCOs and FOSAD as well as National DGs' Clusters at least once a year. • Facilitate development and monitor implementation of cluster, national departments, provincial and metro communication plans. • Facilitate the provincial and district communication structures use of the tracker results to lead service delivery intervention and communication plans. • Provision of timely, accurate and informative content on government through the Rapid Response and Editorial Content Hub forums (national and provincial).

Outcome	Key risks	Risk mitigation
	Inadequate reach of government information to all segments of the population (as per the GSM)	<ul style="list-style-type: none"> • Implement the targeted GCIS Integrated Platform Strategy by rationalising GCIS digital platforms to support a more integrated, efficient and coordinated digital ecosystem. • Deploying four digital platforms on the Omnichannel system. • Conduct GCIS quantitative Tracker research and ad hoc specific platform reach assessment (Research Strategy Activities 2026/27). • Undertake the development communication interventions. • Use of localised material products with the aim of targeting local languages in dialogues and information sessions with the aim of targeting communities at the provincial and district level.
Strengthened institutional effectiveness, governance and visibility	Inability to digitally transform government communication	Review of the Digital Transformation implementation plan to include: <ul style="list-style-type: none"> • Implement ethical AI enabled tools for content creation and language translation. • Development of digital tools to combat misinformation and disinformation. • Collaborate with Presidency for the implementation of the Digital Roadmap using the gov.za as the landing page. • Accelerate implementation of two-way engagement and feedback systems.
	Cybersecurity breaches	<ul style="list-style-type: none"> • Conduct awareness on IT security. • Conduct awareness campaigns on risks associated with foreign cloud hosting and compliance requirements. • Train officials in data classification and handling. • Conduct Cyber and Data Security assessment. • Request budget to refresh the network infrastructure. • Request budget to implement Security Operation Centre for real time monitoring.

8. PUBLIC ENTITIES

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

9. INFRASTRUCTURE PROJECTS

Not applicable.

10. PUBLIC-PRIVATE PARTNERSHIPS

Not applicable.

11. RESPONDING TO THE DDM

In its endeavour to support and strengthen the DDM, GCIS provincial and district offices will undertake DDM-related communication interventions in partnership with CoGTA and other relevant departments.

Continued support will be provided to the President, Deputy President, Ministers and Deputy Ministers in The Presidency and key ministries linked to government's key priorities in the MTDP 2024 - 2029. Through its provincial footprint, the GCIS will coordinate efforts across all three spheres of government; joined by members of Executive Councils, Premiers, District Executive Mayors and Mayors of priority local municipalities.

12. ABBREVIATIONS AND ACRONYMS

AI	Artificial Intelligence
APP	Annual Performance Plan
AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
Brand SA	Brand South Africa
BRICS+	Brazil, Russia, India, China and South Africa Plus
CFO	Chief Financial Officer
COVID-19	Coronavirus Disease 2019
CPD	Continuous Professional Development
CRC	Communication Resource Centre
CSA	Communication Service Agency
DCDT	Department of Communication and Digital Technologies
DDG	Deputy Director-General
DDM	District Development Model
ERRP	Economic Reconstruction and Recovery Programme
EU	European Union
G-CET	Government Communication Excellence Tool
G20	Group of Twenty
GBVF	gender-based violence and femicide
GCF	Government Communicators' Forum
GCIS	Government Communication and Information System
GCP	Government Communication Policy
GITO	Government Information Technology Officer
GNU	Government of National Unity
GSM	Government Segmentation Model
ICF	Internal Communicators' Forum
ICT	Information and Communications Technology
IM&T	Information Management and Technology
IGCP	Integrated Government Communication Plan
LGEs	Local Government Elections
LLM	Large Language Model

MAC	Marketing, Advertising and Communication
MANCO	Management Committee
MAP	Management Advancement Plan
MDDA	Media Development and Diversity Agency
MDP	Management Development Programme
MDT	<i>My District Today</i>
MLO	Media Liaison Officer
MMS	Middle Management Service
MP	Member of Parliament
MTDP	Medium-Term Development Plan
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCSF	National Communication Strategy Framework
NDP	National Development Plan
NSG	National School of Government
OGITO	Office of the Government Information Technology Officer
OAAA	Outdoor Advertising Association of America
OOH	Out-of-home
OTT	Over-the-top
PFMA	Public Finance Management Act
P&LL	Provincial and Local Liaison
PSM	Public Sector Manager
PWD	Persons with disabilities
S&OP	Strategy and Organisational Performance
SADC	Southern African Development Community
SCM	Supply Chain Management
SEMS	Stakeholder Engagement Management System
SMME	Small, Medium and Micro enterprises
SMS	Senior Management Service
SoNA	State of the Nation Address
SWOT	Strengths, Weaknesses, Opportunities and Threats
the dtic	Department of Trade, Industry and Competition
UOLA	Use of Official Languages Act



13. CONTACT DETAILS

Head Office

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14. GCIS PROVINCIAL OFFICES

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ANNEXURE A: REVISION TO THE GCIS 2025/26 – 2029/30 STRATEGIC PLAN

Proposed amendments to the GCIS Strategic Plan

This table outlines the key areas identified for amendment or enhancement in the GCIS Strategic Plan, following the Technical Planning Session and analysis of current strategic and operational alignment with the MTDP 2024–2029.

OLD OUTCOME	NEW OUTCOME
Outcome 2: A well-functioning government communication system	A well-functioning and professional government communication system
Outcome 4: Improved governance and service excellence	Strengthened institutional effectiveness, governance and visibility

OUTCOME	OLD OUTCOME INDICATOR	NEW OUTCOME INDICATOR
Outcome 1: Informed and empowered citizens	Outcome indicator 3	
	% increase in usage of development communication typologies	50% increase in public engagement through development communication platforms (dialogues, imbizo, etc.) amongst Rooted Realists and City Seekers

TECHNICAL INDICATOR DESCRIPTORS



Programme 1: Administration

Programme performance indicators

Subprogramme: Human Capital and Corporate Support

Output indicator: Percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce

GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	<p>Percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce</p>
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>The indicator measures the percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce. Implementation of the Training Plan will entail capacitating employees of the GCIS in Digital Streaming; Podcasting; Film Production; Screenwriting; Copywriting; Content Production; Video Editing; Digital Story Telling using a Mobile Device; Digital Media Production Using a Vlogging Kit; Digital Photography; Radio Production; Digital Literacy; Microsoft Digital Literacy; Creative and Social Media Writing; coordination skills, amongst others and MDPs.</p>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<ul style="list-style-type: none"> • Cooperation from training service providers. • Employees and managers' commitment. • Allocation of a minimum of 1% training budget. • GCIS employees shall be skilled in line with the approved Annual WSP/Training Plan.
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	<ul style="list-style-type: none"> • 50% females in the department • 5% youth in the department • 2% PWD
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Higher performance is desired.</p>
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>Targeted percentage employees is calculated based on the number of employees in the department who identified such training in line with their personal development plans (PDPs). Numerator: Number of employees with PDP identified training completed Denominator: Total number of employees in the department.</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<ul style="list-style-type: none"> • PDPs, approved WSP and Training Plan. • The Public Service Sector Education and Training Authority's quarterly training progress reports towards implementation of the approved Training Plan.
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Cumulative year to date</p>
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly</p>

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: HC&CS
Who is responsible for collecting the data?	D: Human Resource Development (HRD) and EH&W
Who is responsible for checking and verifying the data captured?	CD: HC&CS
Means of verification (evidence)	<ul style="list-style-type: none"> • Proof of enrolment in training programmes • Proof of attendance of course (e.g. attendance register) • Departmental establishment
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • Budget cuts • Training provider's requirements • Training provider's non-compliance with procurement requirements • Shortage of HR in SCM and HC&CS • Unavailability of staff to attend training due to competing work demands.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: HC&CS

Subprogramme: GITO	
Output indicator: Number of ICT solutions scoped for improved communication responsiveness and interaction	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of ICT solutions scoped for improved communication responsiveness and interaction
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	ICT solutions scoped as part of implementation of the GCIS Digital Transformation Strategy
Assumptions: Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> • Funds will be allocated for the implementation of digital transformation initiatives/solutions. • GCIS business units will participate in the process of identifying digital transformation initiatives.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A

Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of three (3) ICT solutions scoped
Source/collection of data: Describes where the information comes from and how it is collected	Internal GCIS records and reports that track ICT solutions scoped under the Digital Transformation Strategy.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	OGITO
Who is responsible for collecting the data?	Directors: IT and Information Management Systems
Who is responsible for checking and verifying the data captured?	GITO
Means of verification (evidence)	<ul style="list-style-type: none"> • Scoped projects: Approved User Requirements Specification/ Approved Project Charter and Plan for internal information systems and technology/infrastructure projects. For projects that go out using the RFB process, we will produce approved Terms of Reference / specifications.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • The data is qualitative in the form of a document. • The data is digital through a deployed system/software.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	GITO

Subprogramme: GITO	
Output indicator: Number of ICT solutions deployed for improved communication responsiveness and interaction	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of ICT solutions deployed for improved communication responsiveness and interaction.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	ICT solutions deployed as part of implementation of the GCIS Digital Transformation Strategy.
Assumptions: Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> Funds will be allocated for the implementation of digital transformation initiatives/solutions. GCIS business units will participate in the process of identifying digital transformation initiatives.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of three (3) ICT solutions scoped
Source/collection of data: Describes where the information comes from and how it is collected	Internal GCIS records and reports that track ICT solutions scoped under the Digital Transformation Strategy.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	OGITO

Who is responsible for collecting the data?	Directors: IT and Information Management Systems
Who is responsible for checking and verifying the data captured?	GITO
Means of verification (evidence)	<ul style="list-style-type: none"> • Deployed projects- Approved Project Closure Report/ signed-off User Acceptance Testing document and evidence for Training.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • The data is qualitative in the form of a document • The data is digital through a deployed system/software.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	GITO

Subprogramme: CFO	
Output indicator: Percentage of operational budget spent on designated groups	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of operational budget spent on designated groups.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Goods and services procured from the designated groups across the nine provinces.
Assumptions: Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> • The RDP goals on transformation are applied on each Request for Quotation (RFQ) and Request for Tenders. • There is no fronting done by the service providers.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	<ul style="list-style-type: none"> • Women: 12% • Youth: 8% • PWD: 1%
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Calculated on actual spending on the targeted groups against the operational budget (excluding CoE, Head Office accommodation, security for Head Office, cleaning contract for Head Office, municipal services, transfers and subsidies, and IT equipment).
Source/collection of data: Describes where the information comes from and how it is collected	Central Supplier Database (CSD) reports; B-BBEE Certificate; SBD6.1, B-BBEE verification certificate and any other information that the department may require as evidence in tenders and/or RFQs that may be issued.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative year to date
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CFO
Who is responsible for collecting the data?	DD: SCM
Who is responsible for checking and verifying the data captured?	D: SCM and CFO
Means of verification (evidence)	Supplier Performance Management System Report
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	CSD reports; B-BBEE Certificate; SBD6.1; proposals from suppliers – if suppliers do not submit proposals or meet the requirements on advertised RFQs and tenders.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	DDGs are responsible for targeting and procuring from designated groups as the GCIS's procurement process is de-centralised. The CFO is responsible for reporting on the indicator.

Programme 2: Content Processing and Dissemination

Programme performance indicators

Subprogramme: Products and Platforms

Output indicator: Audience reach across GCIS digital platforms (websites and social media platforms)

GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	Audience reach across GCIS digital platforms (websites and social media platforms).
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>This indicator measures the reach of digital platforms managed by the GCIS. The digital platforms are: GovZA X, GovZA FB, SANews X, SANews FB, Vuk X, Vuk FB, PSM FB, PLL X, PLL FB, Instagram, TikTok, LinkedIn, WhatsApp Channel, YouTube, website reach (GovZA, GCIS, SANews, Vuk). Reach refers to the estimated number of people exposed to GCIS content, while a unique visit (or unique visitor) represents a distinct individual who accesses a GCIS website during a specific reporting period, regardless of repeat visits. Together, these measures provide a comprehensive view of both the breadth of exposure and the distinct audience base engaging with GCIS digital platforms.</p> <p><i>NB: The reported figures are as at the last day of the quarter.</i></p>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<ul style="list-style-type: none"> Reliable internet access for users. Continued relevance of platform content to target audiences.
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> Target for women Target for youth Target for PWD 	<ul style="list-style-type: none"> Target for women: Proportion of audience comprising women. Target for youth: Proportion of audience aged 15-35 years. Target for PWD: Proportion of accessible content targeting.
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Higher performance is desired.
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Sum of all audience reached across all the platforms.
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>Systems report:</p> <ul style="list-style-type: none"> Website analytics tools (e.g., Google Analytics). Social media insights tools (e.g., Meta Insights, X Analytics, YouTube Studio). Reports from media monitoring services.
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative at year-end

Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Digital Media
Who is responsible for collecting the data?	D: Digital Media
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Systems report, register/listing for reach, server logs for websites.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • Internet outages or technical platform failures. • Data discrepancies across analytics platforms. • Limited access to third party data beyond owned platforms.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

Output indicator: Percentage response rate to public comments across GCIS-managed Facebook and X accounts	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage response rate to public comments across GCIS-managed Facebook and X accounts.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	GCIS platforms (gov.za Facebook and X) receive a number of comments. The indicator measures the use of a smart system to track all comments from X and Facebook and review them to respond or engage. All incoming comments are allocated to users on the system on a round robin, and each user responds (review, respond, engage or close/mark as irrelevant). Each comment is converted to a ticket.
Assumptions: Factors that are accepted as true and certain to happen without proof	Comments tracked automatically, converted to tickets, allocated automatically to users on the system on a round robin. Users review each comment to determine if they should respond, engage or mark as irrelevant.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A

Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of incoming tickets versus number of tickets closed/responded to.
Source/collection of data: Describes where the information comes from and how it is collected	Facebook and X
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Digital Media
Who is responsible for collecting the data?	D: Digital Media
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	<ul style="list-style-type: none"> • Query and response logs. • Screenshots or data exports from social media platforms or customer-managed relationship systems.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • Incomplete or missing query logs • Delays due to technical issues or staff shortages. • Queries redirected to other departments or outside the GCIS mandate may not be tracked.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

Output indicator: Number of digital platforms deployed within the Omnichannel system

GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	<p>Number of digital platforms deployed within the Omnichannel system.</p>
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>GCIS's core 20 digital platforms are currently operating on a manual model, requiring manual integration and multi-platform analysis. The absence of a centralised, real-time dashboard limits integrated access, consolidated performance monitoring, and effective oversight. This fragmentation restricts strategic visibility, weakens coordinated messaging, constrains product performance tracking, and limits the ability to monitor public sentiment and engagement across platforms.</p> <p>The deployment of these platforms into an Omnichannel system would consolidate all 20 platforms into a single, unified dashboard. This would enable real-time analytics, comprehensive comment and sentiment tracking, multi-platform publishing, centralised image and content libraries, streamlined workflow management, centralised login control, and strengthened security governance.</p> <p>By integrating all platforms into one control environment, GCIS would significantly enhance oversight, improve response times, strengthen cybersecurity controls, and enable data-driven decision-making. An Omnichannel approach ensures consistent messaging, operational efficiency and improved public engagement across all digital touch points.</p>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<p>Independent platforms are operating without real-time dashboard analysis and oversight, centralised control with multiple login into platforms presenting security risks.</p>
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	<p>N/A</p>
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Higher performance is desired.</p>
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>Simple count of the number of digital platforms deployed on the Omnichannel.</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>Screen grabs of deployed platforms/exported report of live platforms.</p>

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Digital Media
Who is responsible for collecting the data?	D: Digital Media
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Log in to the Omnichannel to check live platforms or a report exported off the system
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	System is a web-based system and lives and is accessible on the internet.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

Output indicator: Number of reads on SA news articles	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of reads on SA News articles.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	SA News, the South African government news agency, provides news and information to the general public, locally and abroad. This is provided in the form of news articles published on the website: www.sanews.gov.za . Every news article is opened to be read, by clicking on the article to open it. Every time this is done, a read is recorded. The number of reads on an article is displayed on each individual article. The total number of reads is calculated automatically by adding the number of reads on all stories. The calculation is done automatically on the SA news Content Management System (CMS). The CMS generates a report of the number of reads.
Assumptions: Factors that are accepted as true and certain to happen without proof	Everytime an article is clicked on, it is open to be read by a user, meaning that someone has read the news article, someone had an interest in the article; someone was attracted to the theme of the article, enough to open it to read it. Every click constitutes a read on the story.

Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for PWD	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	The number of reads per article appears on the article and it is automated to be calculated every time a user clicks on the article. This is calculated via automation built into the website. Monthly: The number appears on the report on the CMS for each month. Quarterly: Calculate the monthly figures for a three-month period. Annually: Calculate the monthly figures for a 12-month period.
Source/collection of data: Describes where the information comes from and how it is collected	The information is automated on the website.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: News Service
Who is responsible for collecting the data?	D: News Service
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Evidence is acquired from the back end of the SA News website. Stories are found on the website: <i>www.sanews.gov.za</i> . A report is created automatically on the website.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	When there are IT issues with SITA which slows down the traffic to the website, or makes the website inaccessible to internal and external users, the number of views on stories will be low.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

Output indicator: Percentage reach of *Vuk'uzenzele* amongst target readers in GSM 1, 2 and 3

GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	<p>Percentage reach of <i>Vuk'uzenzele</i> amongst target readers in GSM 1, 2 and 3</p>
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p><i>Vuk'uzenzele</i> newspaper is produced and published on a number of digital platforms and provides news and information on government programmes and policies aimed at Rooted Realists (GSM Segment 1), City Seekers (GSM Segment 2) to Safely Suburban (GSM Segment 3). The two editions of the newspaper are published twice a month on the website: www.vukuzenzele.gov.za and amplified on digital channels such as the website, X, FB, YouTube and TikTok to the public. The newspaper contains news and advise on socio-economic opportunities created by government and its entities. Increasingly, multimedia content is used in the form of videos and recently introduced a Vuk Talks Podcast to further drive the digital consumption of the newspaper and allied content.</p> <p>The unit plans to increase reach using targeted bulk SMS and email campaigns to attract new readers amongst the GSM 1, 2, 3 target group, with a bias to young people. Service providers who provide bulk SMS services will be engaged to hire 500 000 bulk sms and emails within the target group of Rooted Realists (49% of the population), City Seekers (27% of the population) and Safely Suburban (9% of the population) .</p>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<p>The PDF version of the newspaper can be costly to download; therefore, the stories are also published individually for ease of sharing with family and friends. The users refer to natural persons, excluding robots, who read the published articles. This provides a better assessment of the number of people who read the articles as opposed to the expensive download option. These can be best measured using cost-effective platforms/ systems such as Google Analytics.</p>
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	<p>N/A</p>
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Higher performance is desired.</p>

CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>The envisaged increase in reach of the government newspaper, <i>Vuk'uzenzele</i> will be measured as a cumulative increase amongst the three distinct target groups. The targeted groups are informed by the following data points:</p> <ol style="list-style-type: none"> 1. Rooted Realists (GSM 1) is 49% of the total population at 29,1 million citizens. 10% of this is 2,910,000 and 4,9% of total population. 2. City Seekers (GSM 2) is 27% of the population of 16,2 million citizens. 10% of this is 1, 620, 000 and 2,7% of total population. 3. Safely Suburban (GSM 3) is 9% of the population, equals 5,4 million citizens. 10 % of this is 540, 000 and 0.9% of total population <p>The anticipated 10% performance will be 5 070 000 calculated as a percentage of the sum total of GSM 1,2,3 using the 2025 GSM.</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>The planned service provider, beyond the performance matrixes, is also expected to provide bi-monthly reports on reach and performance of each article. Using databases which are POPIA compliant, i.e customers who had voluntarily opted to receive marketing information with the Telco's, GCIS will send call to action and compelling messages to citizens to subscribe to the <i>Vuk'uzenzele</i> website and other digital assets.</p>
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Cumulative at year-end</p>
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly</p>
DATA COLLECTION	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	<p>D: Digital Media</p>
<p>Who is responsible for collecting the data?</p>	<p>D: Digital Media D: <i>Vuk'uzenzele</i></p>
<p>Who is responsible for checking and verifying the data captured?</p>	<p>CD: Products and Platforms</p>
<p>Means of verification (evidence)</p>	<p>Third party reports</p>
<p>Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	<ul style="list-style-type: none"> • Internet outages or technical platform failures. • Data discrepancies across analytics platforms. • Low take-up by target group through bulk sms and email. • Cost of data for downloading our PDF.
INDICATOR RESPONSIBILITY	
<p>Indicator owner: Identifies who is responsible for managing and reporting the indicator</p>	<p>CD: Products and Platforms</p>

Output indicator: Number of editions of *Vuk'uzenzele* newspaper published in any official language other than English

GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	<p>Number of editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English</p>
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>(8) full editions of <i>Vuk'uzenzele</i> newspaper will be published in any official language other than English. The languages will be used inter-changeably for equity.</p>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<ul style="list-style-type: none"> • Research indicates that the target audience has a preference to consume the content in languages other than English. In a diverse society like South Africa, it is imperative to reach as many citizens and meet their information needs appropriately. This should also contribute to the ability to acquire even higher numbers of GSM 1,2,3 by communicating using indigenous African languages. Also, publishing in Braille for visually impaired citizens should continue. • Sufficient budget should be allocated to ensure the ability to procure services for language practitioners to augment the few that the GCIS has in its employ. Similarly, a budget will need to be allocated for marketing these editions published in any official language other than English.
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	<p>N/A</p>
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Higher performance is desired.</p>
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>Simple count of full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>Writers source information, conduct research from various credible sources and write articles for each product</p>
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Cumulative at year-end</p>
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly</p>

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: <i>Vuk'uzenzele</i>
Who is responsible for collecting the data?	D: <i>Vuk'uzenzele</i>
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Editions of translated <i>Vuk'uzenzele</i> newspaper published on www.vuk'uzenzele.gov.za/archives
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	When there are IT issues with SITA, which slow down the traffic to the website or make the website inaccessible to internal and external users, the number of users on stories will be low. Inability to access competent language practitioners to produce the editions, as some will be external.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

Subprogramme: Research Analysis and Knowledge Services	
Output indicator: Percentage of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the percentage of total number of self-initiated opinion pieces published.
Assumptions: Factors that are accepted as true and certain to happen without proof	Content used for self-initiated opinion pieces is accurate and all of them will be published.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A

Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To achieve the targeted performance.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of opinion pieces produced by CRC, PSM and SAnews calculated against the number of opinion pieces published
Source/collection of data: Describes where the information comes from and how it is collected	Background, supporting and briefing documents, including supporting desktop research, inform opinion pieces.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CRC
Who is responsible for collecting the data?	DD: CRC
Who is responsible for checking and verifying the data captured?	D: CRC
Means of verification (evidence)	<ul style="list-style-type: none"> • Spreadsheet of self-initiated opinion pieces. • Self-initiated opinion pieces produced. • Self-initiated opinion pieces published.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Insufficient information to draft opinion pieces. Non-approval of drafted opinion pieces shall mean publication cannot be done.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: RAKS

Output indicator: Percentage compliance of government communications at national level to qualitative elements in the GCP (Phase 2)

GENERAL INDICATOR INFORMATION		RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	Percentage compliance of government communications at national level to qualitative elements in the GCP (Phase 2).	
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	This indicator measures the extent to which national departmental communication complies with qualitative elements of the GCP to ensure that communication is coordinated and reaches the intended audiences through their preferred platforms.	
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	Data from national government departments will be accurate and complete.	
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A	
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Higher performance is desired.	
CALCULATION AND REPORTING		
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Divide the total number of national departments complying with the qualitative aspects of the GCP by the number of departments which submitted for the particular period of analysis divided by 100.	
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	Data is collected from government departments using the G-CET.	
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative at year-end	
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Bi-annually	
DATA COLLECTION		
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	GCME	
<p>Who is responsible for collecting the data?</p>	DD: GCME	

Who is responsible for checking and verifying the data captured?	D: GCME
Means of verification (evidence)	Consolidated spreadsheet of analysed data from participating departments.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Non-submission and often incomplete or insufficient data from departments.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: RAKS

Output indicator: Percentage compliance of government communication to the GCP at provincial level (Phase 1 elements)	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage compliance of government communication to the GCP at provincial level (Phase 1 elements).
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the extent to which provincial communication (all 9 Provinces) comply with phase 1 elements of the GCP to enable an effective communication function at the provincial level.
Assumptions: Factors that are accepted as true and certain to happen without proof	Working with P&LL, the Phase 1 elements will; be accepted by Offices of the Premiers and institutionalised in the province. All information to calculate the percentage compliance will be completed and submitted timeously.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Divide the total number of provincial departments complying with the qualitative aspects of the GCP by the number of provinces which submitted for the particular period of analysis divided by 100.

Source/collection of data: Describes where the information comes from and how it is collected	Data is collected from the respective Province/s (at a given time) using the G-CET.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Bi-annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	GCME
Who is responsible for collecting the data?	DD: GCME
Who is responsible for checking and verifying the data captured?	D: GCME
Means of verification (evidence)	Consolidated analysed data from all participating provinces Reports submitted to MANCO
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Lack of funds to reach provinces. Non-submission/non-compliance to submission timelines by provinces. Poor data quality from provinces.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: RAKS

Output indicator: Number of communication research projects to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of communication research projects to evaluate the effectiveness of selected GCIS communication key campaigns/products/platforms.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator measures the number of communication research projects that will be undertaken as part of an evidence-based approach to communication design and implementation by evaluating the effectiveness of selected GCIS communication key campaigns/products/platforms.

Assumptions: Factors that are accepted as true and certain to happen without proof	This indicator measures research projects undertaken to evaluate selected GCIS campaigns or products or platforms.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	<ul style="list-style-type: none"> • Each product/ campaign/ platform will be targeted to a specific segment of the GSM and will incorporate post implementation assessment. • Budget will be allocated to undertake the evaluations.
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of approved evaluation reports presented to MANCO and signed off by the Accounting Officer
Source/collection of data: Describes where the information comes from and how it is collected	Information will come from survey results/digital quantitative and/or qualitative data. It will be from survey results/focus group discussions results/websites, mobile apps and social media channels insights.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Research Services
Who is responsible for collecting the data?	D: Research Services
Who is responsible for checking and verifying the data captured?	CD: RAKS
Means of verification (evidence)	Approved evaluation reports of the selected campaigns/ products/ platforms Reports submitted to MANCO
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Recall bias – (Respondents or participants may not accurately remember experience with the product / campaign / platform). Small or insufficient sample size – limits statistical power and the ability to generalise findings. Delineation of digital platforms data by geographical area (rural, urban and metropolitan) and/or by segments.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: RAKS

Output indicator: Number of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication

GENERAL INDICATOR INFORMATION		RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	Number of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication	
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	This indicator measures the frequency of quantitative research surveys conducted amongst South Africans aged above 18 years to assess public opinion on performance of government in key priority areas	
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<ul style="list-style-type: none"> • A budget will be available to conduct the research. • The respondents will be accessible and respond honestly in the research. 	
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A	
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Higher performance is desired.	
CALCULATION AND REPORTING		
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Simple count of number of Tracker reports on public perception research	
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	GCIS Quantitative Tracker data	
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative at year-end.	
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Biannually	
DATA COLLECTION		
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	D: Research Services	
<p>Who is responsible for collecting the data?</p>	D: Research Services	

Who is responsible for checking and verifying the data captured?	CD: RAKS
Means of verification (evidence)	Tracker research report on public perception approved by GCIS MANCO.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Unavailability of data due to unforeseen fieldwork delays/budget.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: RAKS

Subprogramme: Communication Service Agency	
Output indicator: Percentage implementation of brand awareness (GCIS FOR YOU) campaign to increase awareness of GCIS service offerings and government initiatives	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage implementation of brand awareness (GCIS FOR YOU) campaign to increase awareness of GCIS service offerings and government initiatives.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	To rebrand and profile the GCIS through the implementation of a marketing campaign to increase awareness of the GCIS service offerings and government initiatives and improve recall and knowledge of the GCIS brand.
Assumptions: Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> • That the marketing register is correct. • Telmar (Paid for platforms) ensuring that all planned media placements for the GCIS FOR YOU campaign are executed, allowing accurate measurement of the campaign's implementation and reach. • Approved GCIS FOR YOU strategy. • Funding will be made available to implement the strategy.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of GCIS FOR YOU events held and divide by total planned annual events for GCIS FOR YOU as per implementation plan.
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> GCIS FOR YOU strategy. GCIS FOR YOU implementation plan. Marketing events register.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative year to date
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Marketing and Events
Who is responsible for collecting the data?	D: Marketing and Events
Who is responsible for checking and verifying the data captured?	D: Marketing and Events
Means of verification (evidence)	<ul style="list-style-type: none"> GCIS FOR YOU implementation plan. Marketing events register and proofs (e.g. pictorials).
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

Output indicator: Number of hours of content broadcast on GoZA TV

GENERAL INDICATOR INFORMATION		RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of hours of content broadcast on GoZA TV	
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	An online TV channel providing the public with service-delivery information.	
Assumptions: Factors that are accepted as true and certain to happen without proof	Provision of content by government communication system role players at all three spheres of government including public entities and Chapter 9 institutions.	
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A	
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired	
CALCULATION AND REPORTING		
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of digital content hours of government at work flighted on GoZA TV per quarter.	
Source/collection of data: Describes where the information comes from and how it is collected	The streaming schedule or Content Plan. Data will be collected from events covered by GCIS Media Production crew. Other GCIS units like P&LL, SA News and Digital Media that cover various activities. Local and provincial government communication platforms will also assist with service delivery activities taking place at those spheres of government.	
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end	
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly	
DATA COLLECTION		
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Media Production	
Who is responsible for collecting the data?	DD: Media Production	

Who is responsible for checking and verifying the data captured?	D: Media Production
Means of verification (evidence)	Register of content uploaded with duration for each and screenshot of uploaded content.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Content availability and stable internet access.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

Output indicator: Number of people reached through central government campaigns amplifying MTDP 2024-2029 priorities

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of people reached through central government campaigns amplifying MTDP 2024-2029 priorities.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This refers to the estimated total number of people reached through the use of various media platforms when implementing government priority campaigns.
Assumptions: Factors that are accepted as true and certain to happen without proof	The GCIS will implement the campaigns.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	To determine the total number of people reached, the reach of each platform used to implement the priority campaign will be added together with the reach directive from PLL implemented campaigns. The reach directive from P&LL implemented campaigns means the officially reported audience reach figures coming from P&LL campaigns, which must then be added to the reach achieved through central government campaign platforms. The total number of people reached will include the combined reach figures from media buying implemented priority campaigns and P&LL implemented priority campaigns..

Source/collection of data: Describes where the information comes from and how it is collected	This data will be derived from various research sources such as Telmar, Nielsen and other sources. Media planners have access to the performance data on Telmar and some of the data will be received from media owners directly. Data from P&LL in terms of their reach on the campaigns they implement will also be added to the media platform reach data.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Media Buying
Who is responsible for collecting the data?	DD: Media Buying
Who is responsible for checking and verifying the data captured?	D: Media Buying
Means of verification (evidence)	<p>Evidence will be in the form of Post-Campaign Performance reports, Telmar report and WIMS reports for PLL. Media Performance reports are not readily available and do take time after the campaign is completed, i.e. commercial radio data is available 4-6 weeks after the end of the campaign.</p> <p>For community radio and TV data from Telmar will be used to calculate the reach. Only data for approved community radio stations and TV stations will be used to calculate the reach. This will be done once the campaign is concluded (not before) to ensure the use of data for stations that have implemented the campaign.</p> <p>For community print data from the suppliers will be used as a means to calculate the reach.</p>
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Unaudited data from some of the media owners.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

Output indicator: Government Media Buying Policy produced

GENERAL INDICATOR INFORMATION		RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Government Media Buying Policy produced.	
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The Government Media Buying Policy establishes the guidelines, processes, and procedures for communication within and between government departments at the national, provincial, and local levels. It covers the entire media strategy, planning and buying process, including research-based decision-making, planning, procurement, placement and evaluation across all media platforms – TV, radio, print, digital, social media, OoH (outdoor) advertising, alternative media and new media.	
Assumptions: Factors that are accepted as true and certain to happen without proof	Stakeholder consultations will be undertaken. The EA will approve the Policy based on consultation and alignment to the provisions on Media Buying in the Revised GCP (2025).	
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A	
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.	
CALCULATION AND REPORTING		
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of approved Government Media Buying Policy	
Source/collection of data: Describes where the information comes from and how it is collected	Inputs from the consultations will be factored into the draft policy.	
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non- cumulative	
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annual	
DATA COLLECTION		
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Media Buying	

Who is responsible for collecting the data?	DD: Media Buying
Who is responsible for checking and verifying the data captured?	D: Media Buying
Means of verification (evidence)	<ul style="list-style-type: none"> • Memo submitting final draft Government Media Buying Policy to the EA • Signed Government Media Buying Policy
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Non-attendance of stakeholders to convened consultation sessions. Non-approval of the Government Media Buying Policy by the Executive Authority.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

Output indicator: Number of new clients using the GCIS Media Buying service	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of new clients using the GCIS Media Buying service
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Media Buying provides the Media Buying service to all government clients covering all 3 spheres of government including all entities. The service provided covers media strategy, planning and buying, including research-based decision-making, planning, procurement, placement and evaluation across all media platforms – TV, radio, print, digital, social media, OoH (outdoor) advertising, alternative media and new media. The unit currently does not service all government clients and is in the process of increasing its client base and retaining current clients.
Assumptions: Factors that are accepted as true and certain to happen without proof	The media buying policy will be approved and marketed to promote GCIS media buying services. SCM processes will be streamlined and improved to manage higher clients number.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Count the number of new clients utilising the Media Buying service. These will be clients who did not use the service in the 2025/26 financial year.
Source/collection of data: Describes where the information comes from and how it is collected	Information will be derived from the suspense account.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end.
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Media Buying
Who is responsible for collecting the data?	DD: Media Buying
Who is responsible for checking and verifying the data captured?	D: Media Buying
Means of verification (evidence)	Media Buying Client Register for 2025/26 and 2026/27.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The policy will be adopted for all of government and state-owned entities. The Media Buying function will be centralised to GCIS with direct Media Buying by client departments and entities being an exception.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

Output indicator: Percentage advertising spend on community media by the GCIS and Media Buying clients	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage advertising spend on community media by the GCIS and Media Buying clients.

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Of the total amount spent by the GCIS and client departments on media platforms, a percentage of this is to be spent on community media (Radio, TV and Print).
Assumptions: Factors that are accepted as true and certain to happen without proof	Spend on community media is dependent on client departments and departments have the final say on where their budgets are spent.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Advertising spend on community media / total advertising spend (x100).
Source/collection of data: Describes where the information comes from and how it is collected	The information will be derived from the suspense account and based on the orders and invoices processed for community media platforms.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative year to date
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Media Buying D: Media Production
Who is responsible for collecting the data?	DD: Media Buying
Who is responsible for checking and verifying the data captured?	D: Media Buying
Means of verification (evidence)	<ul style="list-style-type: none"> • Report of total spend across implemented campaigns. • Expenditure report on community media.

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Advertising spend on community media platforms is dependent on approval from clients as they fund the campaigns not implemented by GCIS. Submission of invoices by the community media stations impacts the rate at which actual payments are effected (and changed from commitments to spend).
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

Output indicator: Number of audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Audio-visual content products derived from coverage of events and/or footage acquired in order to disseminate government messages/programmes through audiovisual platforms. An audio-visual product is a product derived from photographs and/or videos shot, edited and compiled into a single product rather than individual photos or video shots. Audio-visual platforms include (but not limited to) digital media (websites, YouTube, social media, etc), mainstream media (TV, online media, etc). The platforms used per product will depend on the nature of the product. Audio-visual also includes radio news broadcast, audio banners to amplify messages, livestreaming of radio broadcast. Audio Visual will also include short adverts produced to create awareness of upcoming events through radio and television platforms.
Assumptions: Factors that are accepted as true and certain to happen without proof	Photographic, radio and video equipment will be available; as well as HR capacity.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of all audio-visual products produced and disseminated.

Source/collection of data: Describes where the information comes from and how it is collected	Requests are briefed to the Traffic Management unit by clients which in turn briefs the Video and Photographic units. The units submit weekly reports of all the video and photographic shoots undertaken; and radio products produced during the week. The data is then captured on a register of completed products.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Media Production
Who is responsible for collecting the data?	DD: Media Production
Who is responsible for checking and verifying the data captured?	D: Media Production
Means of verification (evidence)	Register of all completed audiovisual products (video, photography, and radio) indicating: <ul style="list-style-type: none"> • Product title/description • Date of completion • Type of product (video/photo/radio) • Platform(s) where disseminated Proof of dissemination for photography: Screenshots of the images shared on WhatsApp groups showing date of dissemination. Proof of dissemination for video: URLs or links to online content (websites, YouTube, social media posts). Proof of dissemination for radio products: screenshots of the WhatsApp Radio groups or Gov Soundcloud or links to online content (websites, YouTube, social media posts).
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Photographic and Video units.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

Subprogramme: Policy Development, Analysis and Market Modelling**Output indicator:** Number of Annual Transformation Reports produced

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of Annual Transformation Reports produced.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The MAC Charter Council has to measure the state of transformation in the sector, (including all seven (7) elements set out in the B-BBEE Act of 2003) are monitored and reported through an Annual Monitoring Report, which is published and submitted to the Minister in The Presidency by 31 March and the dtic , the B-BBEE Commission and the Presidential B-BBEE Advisory Council.
Assumptions: Factors that are accepted as true and certain to happen without proof	All transformation information required to complete the report will be available.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	All vulnerable groups will be beneficiaries as per the targets sets out in the MAC Sector Code.
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of Annual Transformation Reports submitted to the Minister.
Source/collection of data: Describes where the information comes from and how it is collected	MAC Charter Council provides the information. This is done after the MAC Council has conducted audits of transformation of all MAC companies, through oral presentations and written submissions made to the Council.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: PDA&MM

Who is responsible for collecting the data?	DD: Business Enhancement and Industrialisation (BE&I)
Who is responsible for checking and verifying the data captured?	D: Business Enhancement and Industrialisation (BE&I)
Means of verification (evidence)	Proof of submission of the Annual Transformation Report and/quarterly reports to the Minister.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PDA&MM

Output indicator: Number of International Study Reports on differentiated Community Media Support Scheme submitted to the EA	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of International Study Reports on differentiated Community Media Support Scheme submitted to the EA
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The Community Media Support Scheme International Study will be commissioned to determine how different countries support community media with different packages that are applicable to community publications (radio and TV). In addition, the Study will also offer recommendations on the advocacy work to source funding from various spheres of government. Lastly, through the community media diversity and plurality index, the Study will provide the adequate number of community media outlets required in this country. The study will inform and shape future projects that must be licensed, and future mandate of the MDDA to achieve a sustainable community media sector.
Assumptions: Factors that are accepted as true and certain to happen without proof	The Community Media Diversity and Plurality Index Study will be finalised and present the state of play of the community media landscape in terms of geographic, coverage of community media, and outlets in the country. It will assist to advise ICASA to develop a moratorium on areas that are over supplied and focus will be on areas that are termed media deserts with the greatest need for community media. Once the moratorium is effected, focus will be directed to the areas with shortfall and the GCIS will guide its entity MDDA to focus on sustainability initiatives including areas where the community media are off air.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To achieve the targeted performance.

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of number of study reports.
Source/collection of data: Describes where the information comes from and how it is collected	International and desktop and preliminary public consultations with key industry bodies and individuals provide information. This is done after meetings, questionnaires, etc. which would have been conducted as part of audits of community media support scheme and the nature of diversity in the country.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: PDA&MM
Who is responsible for collecting the data?	DD: BE&I
Who is responsible for checking and verifying the data captured?	D: BE&I
Means of verification (evidence)	International Benchmark of community Media Study Report and proof of submission from the ODG to the Ministry.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • Study report • Memo to EA
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PDA&MM

Output indicator: Number of policy alignment and support of government priorities assessment reports submitted to the EA	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of policy alignment and support of government priorities assessment reports submitted to the EA
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Assessment of relevant policy implications and/ or contributions/impacts of Brand SA and MDDA to national policy and government policy, strategy and legislation issues.
Assumptions: Factors that are accepted as true and certain to happen without proof	All public entities will provide all relevant information as required. GCIS will have access to information of a policy/strategy/legislative nature related to the mandate and operations of Brand SA and MDDA.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	A simple count of reports evaluating the policy implications of/for the MDDA and Brand SA from national policy and government priorities.
Source/collection of data: Describes where the information comes from and how it is collected	Memos to EA. MANCO minutes.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	PDA&MM
Who is responsible for collecting the data?	DD: BE&I

Who is responsible for checking and verifying the data captured?	D: BE&I
Means of verification (evidence)	Policy reports and proof of submission from the ODG to the Ministry.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PDA&MM

Programme 3: Intergovernmental Coordination and Stakeholder Management

Programme performance indicators Subprogramme: Media Engagement

Output indicator: Percentage of strategic media engagements held to expand government messaging on Cabinet decisions

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of strategic media engagements held to expand government messaging on Cabinet decisions.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Coordinated media engagements including briefings statements and releases that communicate Cabinet decisions, policies and outcomes to stakeholders and the public through strategic media platforms.
Assumptions: Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> • Cabinet meetings occur as scheduled. • Technical infrastructure functional. • Media interest remains consistent. • Timely approval of media advisories. • Translation/SASL services available. • No national emergencies disrupting cycles.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To achieve the targeted performance.

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Count the number of strategic media engagements supported by the Media Engagement unit, including Parliament (numerator), over the number of requests/directive received (denominator) multiplied by 100 to get to the overall percentage achieved.
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> • Post-Cabinet media briefing advisory. • Official Cabinet statements. • Media distribution lists/records. • Recordings/transcripts of briefings. • Editorial briefs developed by GCIS Clusters for the GCIS Editorial Hub.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: Media Engagement
Who is responsible for collecting the data?	D: DME D: Parliamentary Liaison
Who is responsible for checking and verifying the data captured?	CD: Media Engagement
Means of verification (evidence)	<ul style="list-style-type: none"> • Post-Cabinet statement issued and/or media briefing held recordings; and • Register for Cabinet meetings held.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

Output indicator: Percentage of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator measures the percentage of media engagements on MTDP 2024–2029 priorities and related environmental issues that were coordinated by government. Media engagements include briefings and interactions with media houses, whether initiated by government or conducted in response to requests by government departments.
Assumptions: Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> • MTDP priorities and implementation plans remain stable and approved throughout the reporting period. • Sufficient technical and HR are available to plan and execute media engagements. • Media stakeholders remain willing to participate in government engagement sessions. • Communication channels and platforms remain operational and accessible. • Required budget allocation is available for conducting media engagements. • Senior officials are available to provide content and participate in engagements when required. • Media interest in MTDP-related content continues throughout the measurement period. • Departmental cooperation in providing MTDP implementation updates is maintained. • Political and administrative stability allows for consistent messaging. • No major crisis diverts resources from planned MTDP media engagements.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To achieve the targeted performance.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	The percentage of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment will be calculated as follows: <ol style="list-style-type: none"> a. Self-initiated engagements Percentage (self-initiated) = Number of media engagements initiated by GCIS / total number of media engagements on MTDP priorities x 100 b. Department-requested engagements Percentage (requests) = Number of coordinated media engagements requested by departments / Total number of media engagements on MTDP priorities x 100 NOTE: this does not include media briefings. It is engagements which are: deep dives, roundtables, media tours, breakfasts, broadcasters briefings.

Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> • Media Engagement reports • Attendance registers • Editorial briefs developed by GCIS Clusters for the GCIS Editorial Hub.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: Media Engagement
Who is responsible for collecting the data?	CD: Media Engagement
Who is responsible for checking and verifying the data captured?	<ul style="list-style-type: none"> • D: DME • D: IME • D: Parliamentary Liaison
Means of verification (evidence)	<p>a. Self-initiated engagements</p> <ul style="list-style-type: none"> • Spreadsheet of self-initiated engagements • Attendance registers for meetings or • Screenshots of media interactions initiated by GCIS. <p>b. Department-requested engagements</p> <ul style="list-style-type: none"> • Media briefing requests spreadsheet, • Proof of issuing the advisories to the media • Proof of request.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Unavailability of key stakeholders. Cancellation of the meetings.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

Output indicator: Percentage of communication interventions made by GCIS within two hours to manage government's reputation

GENERAL INDICATOR INFORMATION		RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	Percentage of communication interventions made by GCIS within two hours to manage government's reputation.	
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	Breaking news or topical stories identified through Media Monitoring or Rapid Response based on issues in the media as well as identified issues from executive/senior management will trigger the drafting of responses, which fall within the mandate of GCIS. Responses may take various forms, including holding lines/ statements, voice notes, media statements, infographics, and other communication products issued by the GCIS. All responses will be escalated for approval internally within GCIS and the line department where applicable. The standard time for story discovery is 07:00. Other issues/stories will be addressed as they occur during the day.	
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	Issues identified will be from different media platforms. Responses will be guided by breaking news, and other media coverage that warrants a reply, even if not classified as breaking news. Responses will also be guided by requests from executive/senior management. Criteria will be applied by Rapid Response to determine if a response is necessary.	
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A	
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Higher performance is desired.	
CALCULATION AND REPORTING		
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	The indicator is calculated based on the number of topical or breaking stories, and other stories that are raised with Rapid Response by Media Monitoring unit or identified by Rapid Response to determine if it warrants a response (denominator) over the number of responses issued (numerator) within the two hour period. A set of criteria is applied to determine if a story falls within the two hour window for a government voice/ response. The criteria accommodates exclusion of identified issues that would require consultation or alignment.	
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	Responses will be crafted based on issues shared by Media Monitoring unit and those that RR identifies as guided by Senior/Executive management.	
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative at year-end	
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly	
DATA COLLECTION		

Which branch or directorate/unit is responsible for providing the template which requests the information?	Rapid Response
Who is responsible for collecting the data?	D: Rapid Response
Who is responsible for checking and verifying the data captured?	D: Rapid Response
Means of verification (evidence)	<p>Issued responses, with supporting evidence such as screenshots and/or email records indicating the time the story was identified and the time it was responded to.</p> <p>Register of issues shared by Media Monitoring or identified by Rapid Response (the register will include the time identified and the time a response was finalised).</p>
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<p>Responses are guided by media coverage and requests from senior/executive management, including the availability of government comment or spokesperson inputs. The timeliness of responses depends on internal approval processes and interdepartmental consultations, which may extend turnaround times. Rapid Response has no direct control over when responses are issued to the media, as dissemination is the responsibility of another directorate.</p> <p>Furthermore, responses are issue-based and may require additional alignment with relevant departments or stakeholders before finalisation. The monitoring of breaking news is limited to 07:00 to 07:00 PM.</p>
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

Output indicator: Percentage of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of communication initiatives facilitated with the government communication system within six hours for improved Rapid Response.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Engagement with government communication system/departments on identified reputation management issues and possible interventions within six hours of identifying an issue to provide a more rapid response and government voice to issues in the environment. The stories/issues are identified through Media Monitoring or Rapid Response. The standard time for story discovery is 07:00 to 07:00 PM.
Assumptions: Factors that are accepted as true and certain to happen without proof	<p>Communication intervention implementation is out of the control of GCIS.</p> <p>The implementation of communication interventions depends on the lead department, which has the authority to determine how, when and for how long to respond to an issue.</p>

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To achieve the targeted performance
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	The number of identified issues (denominator) and engagements with relevant departments (numerator) within the six hour period.
Source/collection of data: Describes where the information comes from and how it is collected	Issues or coverage identified in the media environment will be flagged by Media Monitoring and/ or by RR team. The RR team will alert the relevant departments through various channels such as WhatsApp, email, SMS, or phone calls to determine the most appropriate communication response.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Rapid Response
Who is responsible for collecting the data?	DD: Rapid Response
Who is responsible for checking and verifying the data captured?	D: Rapid Response CD: Media Engagement
Means of verification (evidence)	Email, Screenshots (WhatsApp/SMS), Responses or engagements with departments. Register of issues shared by Media Monitoring or identified by RR will serve as the denominator.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The implementation of communication interventions depends on the lead department, which has the authority to determine when and for how long to respond to an issue. GCIS will only identify and facilitate the identification of initiatives that could be proposed for implementation to manage the issue in the media environment. Monitoring for issues in the communication environment affecting government will occur between 07:00 and 07:00 PM.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

Subprogramme: Cluster Communication	
Output indicator: Number of approved annual ICGPs	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	Number of approved annual integrated government communication plans.
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>The ICGPs is an annual plan that aligns national, provincial, and local government department's communication efforts, as well as Cluster Communication Plans, outlining key campaigns to share government programme successes and progress, informed by the NCSF and MTDP.</p> <p>The campaigns and communication projects outlined in the IGCP, will form a key basis for inputs into the GCIS Editorial Hub. This will, in most cases, be done by the development of an Editorial Brief (a short briefing document) developed by the GCIS Clusters.</p>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<p>National and provincial government departments as well as Cluster Communication committees, will provide inputs into the IGCP. Planned activities, campaigns and events will be implemented by departments and clusters.</p> <p>Departmental and other relevant HoC in the system know the relevant technical leaders or experts responsible for campaigns and projects in their departments.</p>
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	Women are key stakeholders and beneficiaries of government communication. Target youth audience for specific campaigns and initiatives. Inclusive communication strategies to ensure accessibility for PWDs. Tailored communication approaches to reach and engage with groups with other vulnerable groups.
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	To achieve the targeted performance.
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Calculated from the collected communication plans submitted by departments, provinces and local government and clusters, which collectively form the overall government communication plan. The inputs are consolidated into one plan for approval by the GCIS Director-General.
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	Communication plans will be submitted by departments, provinces, and local government, as well as clusters through email or attached to letters. Cluster coordinators and designated Admin officers within GCIS receive and consolidate plans. The CCPS will also be used as input into the development of the IGCP.
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	Non-cumulative
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Annually

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Communication for ESEID, JCPS, ICTS, SPCH and GSCID clusters
Who is responsible for collecting the data?	D: Cluster Support: GSCID and SPCHD D: Cluster Support: ESEID, JCPS, ICTS
Who is responsible for checking and verifying the data captured?	Chief Directors: Cluster Communication ESIEID, JCPS, ICTS, GSCID, SPHCD
Means of verification (evidence)	Consolidated IGCP signed and approved by the Accounting Officer
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The development of the IGCP depends on the submission of communication plans by departments. Timely submission of communication plans by departments may be beyond GCIS control.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CDs: Cluster Communication

Output indicator: Number of progress reports produced on the implementation of the IGCP	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of progress reports produced on the implementation of the IGCP.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the number of progress reports produced to track the implementation of the IGCP measuring alignment with the NCSF.
Assumptions: Factors that are accepted as true and certain to happen without proof	National and provincial government departments will submit implementation reports on planned activities. Reports will be submitted through the designated channels.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	Women are key stakeholders and beneficiaries of government communication. Target youth audience for specific campaigns and initiatives. Inclusive communication strategies to ensure accessibility for PWDs. Tailored communication approaches to reach and engage with groups with other vulnerable groups.
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of progress reports = Total reports consolidated and approved by the DG and presented to HoC.
Source/collection of data: Describes where the information comes from and how it is collected	Progress reports submitted by departments, provinces, communication clusters and local government through email or attached to letters. Cluster coordinators and designated admin officers within GCIS receive and consolidate progress reports.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end.
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Bi-annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate Cluster Communication ESEID, JCPS and ICTS is responsible for providing the template which requests the information.
Who is responsible for collecting the data?	Cluster coordinators and designated Admin officers within GCIS receive and consolidate progress reports.
Who is responsible for checking and verifying the data captured?	CDs: Cluster Communication
Means of verification (evidence)	IGCP progress report approved by the Accounting Officer IGCP shared with stakeholders (GCF agenda and email sending the consolidated report to the system of government communicators for comment
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • Departments may delay or fail to submit their communication plan update reports on time, affecting the reliability of the adherence percentage. • Emergencies or crises (e.g., pandemics, national disasters) may force departments to deviate from their planned communication strategies, affecting reported adherence. GCIS has limited authority to enforce compliance with the NCSF, meaning some departments may not prioritise adherence.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CDs: Cluster Communication

Output indicator: Number of communication projects implemented aligned with the NCSF/MTDP/SoNA priorities

GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	<p>Number of communication projects implemented aligned with the NCSF/MTDP/SoNA priorities</p>
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>The indicator tracks communication projects implemented by Clusters aligned with MTDP/SoNA/NCSF priorities often in collaboration with lead departments. The cascading definitions on what would fall within the scope of this indicator are:</p> <ul style="list-style-type: none"> • At the apex are the three priorities of the 7th Administration outlined in MTDP 2024- 2029. • The three priorities are used to develop CCPs. The South African GNU prioritises inclusive economic growth, job creation and poverty reduction. To support these objectives, a Cluster Communication Programme (CCP) is developed for the 2026/27 financial year. While specific campaigns are not yet detailed, the approved CCP will give key initiatives and projects designed to achieve outcomes, such as fostering public awareness and mobilising citizens. These campaigns will be implemented through various projects, with a final list of these projects expected to be published within the CCP by the end of Quarter 1 of 2026/27. • Within each CCP there will be multiple identified campaigns that would be implemented by the cluster and/or cluster line departments. • The campaigns will be implemented through a range of projects [projects using the Project Management Body of Knowledge (PMBOK) methodology].
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<p>Information needed to initiate the communication campaigns will be available. Participation by communicators and/or GCIS business units.</p> <p>GCIS Cluster supervisors and DDG: ICSM have successfully identified technical or programme experts in government departments, Clusters, provincial governments and municipalities who can support communication efforts.</p>
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	<p>Women are key stakeholders and beneficiaries of government communication. Target youth audience for specific campaigns and initiatives. Inclusive communication strategies to ensure accessibility for PWDs. Tailored communication approaches to reach and engage with groups with other vulnerable groups.</p>
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Higher performance is desired.</p>
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>Number of projects = Simple count of communication projects implemented and reported on, aligned with priorities.</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>Progress reports submitted by directorates via email or to project managers, consolidated by Cluster Project Managers in the required format.</p>

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief Directorates Cluster Supervision are responsible for providing the template which requests the information.
Who is responsible for collecting the data?	Project managers receive and consolidate progress reports.
Who is responsible for checking and verifying the data captured?	Chief Directors Cluster Supervision in all five GCIS Clusters (EISIED, JCPS, ICTS, GSCID, SPHCD).
Means of verification (evidence)	Project progress or close out report with project (campaign) metrics in required format, but at least including reach, implementation location, languages used and platforms used.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Lack of content and support from communicators and/or GCIS business units. Timely submission of progress reports by directorates may be beyond Cluster control.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CDs: Cluster Communication

Output indicator: Number of Cluster Communication programmes developed	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of Cluster Communication programmes developed.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator assesses the extent to which Cluster Communication programmes are conceptualised, planned, executed and reported on.

<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<p>The departments in the clusters will provide the information that will enable the development and implementation of the Cluster Communication programmes. Content derived from the plans will assist the GCIS Cluster Supervisors to develop Editorial briefs for the GCIS Editorial Hub as required. National departments will provide input into the CCPs. Planned activities, campaigns and events will be implemented by departments with or without the GCIS.</p>
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	<p>Women are key stakeholders and beneficiaries of government communication. Target youth audience for specific campaigns and initiatives. Inclusive communication strategies to ensure accessibility for PWDs. Tailored communication approaches to reach and engage with groups with other vulnerable groups.</p>
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Higher performance is desired.</p>
<p>CALCULATION AND REPORTING</p>	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>Calculated based on the approved Cluster Communication Programme by each FOSAD Cluster of DG. Number of approved CCPs= Total number of plans consolidated and supported by a meeting of DG.</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>Cluster Communication programmes submitted by each cluster to a sitting of the Cluster DG and supported by the meeting. Departmental plans and programmes.</p>
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Non-cumulative</p>
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Annually</p>
<p>DATA COLLECTION</p>	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	<p>Branch: Intergovernmental Coordination and Stakeholder Management</p>
<p>Who is responsible for collecting the data?</p>	<ul style="list-style-type: none"> • D: Cluster Support (ESEID, JCPS and ICTS clusters). • D: Cluster Communication (SPCHD and GSCID clusters).
<p>Who is responsible for checking and verifying the data captured?</p>	<p>Chief Directors: Cluster Communication</p>
<p>Means of verification (evidence)</p>	<p>Cluster Communication programmes submitted by each Cluster to respective DG Clusters.</p>

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The development and implementation of the Cluster Communication programmes depends on the collaborative efforts and active participation of departments within the clusters.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	Chief Directors: Cluster Communication

Output indicator: Number of GCIS special projects implemented aligned to MTDP/NCSF/SoNA	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of GCIS special projects implemented aligned to MTDP/NCSF/SoNA
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator provides for the number of GCIS projects implemented by the Directorate as Special Projects in line with the special projects categorisation. A special project would be proposed by the Special Projects Directorate for consideration by Manco and adopted for approval throughout the financial year.
Assumptions: Factors that are accepted as true and certain to happen without proof	The special projects implemented fit the special projects categorization; they are approved by GCIS and financial and human resource capacity have been secured. The special projects categorisations filter non-special projects and rationalizes the number of targeted special projects to be implemented per financial year.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	Not applicable
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of number of GCIS approved special projects implemented aligned to MTDP/NCSF/SoNA.
Source/collection of data: Describes where the information comes from and how it is collected	A list of potential projects will be scoped and presented to MANCO for selection. The selected project will be accompanied by a full Project Plan and a Stakeholder Engagement Plan to be approved by the project supervisor. The project implementation will be monitored using the approved project plan and reporting will be against the stated key milestones.

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Stakeholder Management and Special Projects
Who is responsible for collecting the data?	Director: Stakeholder Management and Special Projects
Who is responsible for checking and verifying the data captured?	Chief Director: Cluster Communication
Means of verification (evidence)	Special Projects implementation close-out reports
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • No approved special project emanates from MANCO. • No financial and human resource capacity allocated for the special project.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	Chief Director: Cluster Communication

Output indicator: Number of GCIS stakeholder partnerships formalised to enhance government communication

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of GCIS stakeholder partnerships formalised to enhance government communication.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator seeks to formalise the partnerships that GCIS will pursue to improve dissemination of government information. Partnerships will be formed with identified players who align with the GCIS objectives and mandate of empowering citizens with information that is accurate and in a timely manner. The partnerships can be self-initiated or by stakeholders who approach the GCIS.
Assumptions: Factors that are accepted as true and certain to happen without proof	Stakeholder collaboration and partnerships will be pursued as per the approved GCIS Stakeholder Management Strategy. Formalised will be through an agreed output, convene a forum that meets on a pre-agreed regularity, a MoU may be signed for long term partnerships or on a project by project basis.

Disaggregation of beneficiaries (where applicable) • Target for women • Target for youth • Target for PWD	Not applicable
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of number of GCIS Stakeholder partnerships formalised to enhance government communication.
Source/collection of data: Describes where the information comes from and how it is collected	Content or identified areas to pursue a partnership. Direction by MANCO or identified by the Special Projects unit. Key campaigns that the GCIS wishes to pursue and identified stakeholders for successful campaign implementation.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative year-end.
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Stakeholder Management and Special Projects
Who is responsible for collecting the data?	Director: Stakeholder Management and Special Projects
Who is responsible for checking and verifying the data captured?	Chief Director: Cluster Communication
Means of verification (evidence)	Partnerships register or Attendance registers for partnership sessions or Signed MoU
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • GCIS key campaigns not identified • Financial and human capacity unavailability • MOU/TOR not approved • Termination of MoU/ToR by GCIS or stakeholder
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	Chief Director: Cluster Communication

Output indicator: Percentage of newly appointed government communicators completing the Mastering the Art of Government Communication Course

GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	<p>Percentage of newly appointed government communicators completing the Mastering the Art of Government Communication Course</p>
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>This indicator focuses on capacity building of newly appointed communicators to get them aligned to the government communication norms, standards and protocols.</p> <p>For the purposes of this indicator, new appointments refers to communicators who move intergovernmental (between the three spheres) and not intragovernmental (i.e. from one department to another within the same sphere of government) and new entrants from outside the government communications system. Departments and Municipalities will avail funds for new appointees to attend this course.</p>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<p>To calculate the percentage of newly appointed communicators that are trained on Mastering the Art of Government Communication Course, GCIS will monitor the appointment of communicators and ensure that data of such appointments is availed to calculate the indicator performance.</p> <p>Attendees to the MAGC course will be funded by own institutions.</p>
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	<p>N/A</p>
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Higher performance is desired.</p>
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>A percentage calculation of how many new communicators have been trained against those who are newly appointed.</p> <p>This excludes those who have been previously trained in the same course.</p> <p>Newly appointed communicators whose departments state in writing that no funds are available for the enrolment in the course will be excluded from the calculation.</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>Data sourced quarterly from departments (national and provincial) and municipalities on how many new communicators are appointed. HoCs to provide this data.</p>

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: Cluster Communication
Who is responsible for collecting the data?	DD: Communication Training and Institutional and Development
Who is responsible for checking and verifying the data captured?	D: Communication Training and Institutional and Development
Means of verification (evidence)	<ul style="list-style-type: none"> A register of new appointments will be compiled per quarter based on data shared of names and numbers of newly appointed government communicators by national and provincial departments and municipalities. Evidence of payment for course facilitation. Proof of request for such information issued by the CD: Cluster Communication to HoCs. Certificates of completion
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> Timely response by HoCs to the request of CD: Cluster Communication on names and numbers of newly appointed government communicators by departments. Non-response by HoCs to the request of CD: Cluster Communication. The attendance of the course will be paid for the employment department/ municipality and GCIS cannot control budget availed for the course attendance.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication: SPCHD and GSCID

Output indicator: Number of proactive communication training opportunities availed across the communication system	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of proactive communication training opportunities availed across the communication system.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Eight (8) proactive communication training opportunities are planned across the government communication system for the 2026/27 financial year. Proactive training is intended to capacity building to address communication gaps, emerging trends and evolving best practices.

Assumptions: Factors that are accepted as true and certain to happen without proof	Communication is a dynamic and ever-evolving field, necessitating proactive training to equip communicators with fresh, relevant content that addresses communication gaps and emerging trends. Periodic refresher training is essential for communicators to stay updated on best practices, refine their skills and adapt to changing communication landscapes.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of number of proactive communication trainings conducted.
Source/collection of data: Describes where the information comes from and how it is collected	For each conducted training session, attendance registers are circulated before, during and after the session to ensure that all participants have populated and signed them to maintain accurate and comprehensive attendance records. Training plan for the year.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Communication and Institutional Development
Who is responsible for collecting the data?	Deputy Director. Communication and Institutional Development
Who is responsible for checking and verifying the data captured?	Director: Communication Training and Institutional Development
Means of verification (evidence)	<ul style="list-style-type: none"> • Attendance registers • Register/listing of trainings conducted • Photos • Reports on training conducted

<p>Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	<ul style="list-style-type: none"> Resource constraints: Limited budget or training support materials may hinder planning and execution. Scheduling conflicts: Difficulty aligning training schedules with participant availability. Stakeholder engagement: Lack of buy-in or participation from key stakeholders. Logistical challenges: Issues with technology or other related resources. External factors: Events like national crises or natural disasters diverting focus and resources.
INDICATOR RESPONSIBILITY	
<p>Indicator owner: Identifies who is responsible for managing and reporting the indicator</p>	CD: Cluster Communication: SPCHD and GSCID

Output indicator: Percentage of approved requests communication training opportunities availed across the communication system	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	Percentage of approved request communication training opportunities availed across the communication system.
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	GCIS will perform at a 100% response rate to approved request communication training opportunities will be provided across the communication system. This structured approach ensures responsiveness to training needs and priorities throughout the financial year. The indicator is demand-driven as it is based on request for GCIS to provide training by the system and stakeholders.
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<ul style="list-style-type: none"> Addressing evolving trends: Communication is a dynamic field, and demand-driven training ensures communicators stay equipped with fresh, relevant content to bridge communication gaps and adapt to emerging trends. Enhancing skills: Periodic refresher training helps communicators refine their skills, stay updated on best practices, and effectively respond to the ever-changing communication landscape. Targeted capacity-building: Demand-driven opportunities address specific organisational needs, ensuring training aligns with immediate priorities and challenges faced by communicators.
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> Target for women Target for youth Target for PWD 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	To achieve the targeted performance.
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Percentage calculation of the number of training sessions conducted calculated against the number of trainings requested that have been approved.

Source/collection of data: Describes where the information comes from and how it is collected	For each conducted training session, attendance registers are circulated before, during and after the session to ensure that all participants have populated and signed them to maintain accurate and comprehensive attendance records.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Communication Training and Institutional Development
Who is responsible for collecting the data?	DD: Communication Training and Institutional Development
Who is responsible for checking and verifying the data captured?	D: Communication Training and Institutional Development
Means of verification (evidence)	<ul style="list-style-type: none"> • Attendance register • Proof of request for training, e.g. email correspondence, letters • Register/listing of trainings conducted.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • Resource constraints: Limited budget or training support materials may hinder planning and execution. • Scheduling conflicts: Difficulty aligning training schedules with participant availability. • Stakeholder engagement: Lack of buy-in or participation from key stakeholders. • Logistical challenges: Issues with technology or other/related resources. • External factors: Events such as national crises or natural disasters diverting focus and resources.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication: SPCHD and GSCID

Subprogramme: Provincial and Local Liaison	
Output indicator: Number of strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.</p>	Number of strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	Intergovernmental communication coordination to enhance and strengthen alignment to the NCSF at provincial and local levels. This is undertaken through coordination of communications forums, participation in strategic IGR/DDM forums, oversee adherence/compliance to GCP norms and standards, support to the implementation of provincial and local government communication plans aligned to the NCSF, dissemination of government content as well as support to ad-hoc communications services aligned to the MTDP.
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	A well-coordinated government communication system leads to coherence and alignment of messages across the three spheres of government.
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Higher performance is desired.
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	All the strategic liaison service interventions captured on WIMS and SharePoint by all nine provincial offices. All nine reports are consolidated into one report.

<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>Information will be sourced and documented from the following:</p> <ul style="list-style-type: none"> • Dissemination activities – Records of content shared with clusters, stakeholders, and other government communication structures (including key messages, factsheets, strategies, Q&As, and other communication products). • Participation in communication forums – Attendance registers, agendas, and minutes from provincial and local government communication meetings, strategic intergovernmental forums and DDM-related platforms. • Support interventions – Requests and records of capacity-building sessions, communication strategy workshops, establishment/revival of communication structures and other tactical support services (as per invitations or official stakeholder requests). • Data will be captured on WIMS and SharePoint by all nine provincial offices, with evidence attached. Reports from all nine offices will be consolidated into one national report for analysis and reporting. • Information will be sourced and documented from the following: <ul style="list-style-type: none"> - Coordination of communication forums – Attendance registers, agendas and minutes from provincial and local government communication meetings. - Compliance – Data gathered on the compliance to norms and standards linked to the G-CET framework. - Participation – Attendance registers, agendas and minutes from strategic intergovernmental forums, and DDM-related platforms and reports from DDM engagements. - Support Interventions – Records of Communication Strategies and annual communication action plans. Requests and records of capacity-building sessions, Communication Strategy workshops, reports on support to the implementation of provincial and local communication action plans. - Dissemination activities – Records of content shared with stakeholders such as MECs, Provincial DG, Provincial HoDs, key DDGs, HoCs, MLOs, CoS, Municipal Mayors, MMCs, Speakers, Chief Whips, Municipal HoCs and Communicators; Traditional leaders, constituency offices, Media; civil society organisations, HoCs of Entities, Provincial HoCs National HoCs, Chiefs of Staff, youth structures, Heads of Tertiary institutions and FETs, Chapter 9 institutions, Provincial media, CEOs of Entities, CDWs, ward committees (content disseminated include key messages, factsheets, strategies, Q&As, and other communication products).
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	<p>Cumulative at year-end</p>
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly</p>
<p>DATA COLLECTION</p>	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	<p>CD: RAKS</p>
<p>Who is responsible for collecting the data?</p>	<p>Provincial directors</p>

Who is responsible for checking and verifying the data captured?	CD: P&LL
Means of verification (evidence)	<ol style="list-style-type: none"> 1. System coordination and functionality reports aligned with the localised G-CET on WIMS per each provincial office. 2. In addition, supporting evidence may include: <ul style="list-style-type: none"> • Attendance registers/minutes, or • Screen captures of virtual meetings.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • Non-compliance due to intergovernmental dynamics. • Cancelled/postponed meetings. • Under-reporting.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: P&LL

Output indicator: Number of development communication projects implemented aligned with the NCSF	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of development communication projects implemented aligned with the NCSF.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Development communication is a method of providing communities with information in a manner that enables them to use that information to improve their lives for the better. Development communication remains as one of the foundational principles that empower citizens to actively participate in activities that directly impact their lives (2025-2030 National Communication Strategy Framework, 2025:23). Development communication projects are implemented at grassroots level and emanate from RCC liaison actions, needs identification and referrals. These are predominantly face-to-face and include platforms such as community activations, community dialogues, community media talk shows and community outreaches. The NCSF indicates communication projects guided by the Government PoA and Cluster Communication strategies.
Assumptions: Factors that are accepted as true and certain to happen without proof	Communities will use the information to access socio-economic opportunities provided by government through these development communication projects.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired

CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<ul style="list-style-type: none"> • Two development communication projects per Senior Communication Officer (SCO) and Regional Communication Coordinator (RCC) per month. • Each project exit report captured on the WIMS is counted monthly and quarterly. • RCCs/SCOs to capture the exit report seven (7) working days after the project end date. • Approved by Deputy Director (DD) seven (7) working days after the RCC/SCO has captured the exit report.
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<ul style="list-style-type: none"> • Capturing of development communication projects on WIMS. • Development communication projects captured and reported on WIMS by SCO and RCCs and then consolidated by provinces and Head Office. • Information emanates from community and stakeholder engagement sessions and liaison visits happening at grassroots level. Information is also derived from community needs analysis through local environmental analysis, Izimbizo and stakeholder referrals. Information is also derived from government departments and clusters.
<p>Calculation type: Identifies whether the reported performance is cumulative or non-cumulative</p>	Cumulative at year-end
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly
DATA COLLECTION	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	CD: P&LL
<p>Who is responsible for collecting the data?</p>	Provincial directors
<p>Who is responsible for checking and verifying the data captured?</p>	CD: P&LL
<p>Means of verification (evidence)</p>	<ol style="list-style-type: none"> 1. Approved WIMS exit reports. 2. Supporting evidence to the exit report; evidence will be: <ul style="list-style-type: none"> • Pictorials with captions or Local Communication Assessment Report; or • Recordings/pictorials for radio slots or broadcast report/letter from a radio station.
<p>Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	<ul style="list-style-type: none"> • Human error in capturing the data on WIMS. • Cancellation and postponement of development communication activations by other stakeholders. • Technical errors on WIMS.
INDICATOR RESPONSIBILITY	
<p>Indicator owner: Identifies who is responsible for managing and reporting the indicator</p>	CD: P&LL

Output indicator: Number of public education and awareness initiatives undertaken	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of public education and awareness initiatives undertaken
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Public education initiatives are organised efforts to educate the public about specific topics, issues or courses. These initiatives aim to inform, raise awareness and promote understanding among the public, often with the goal of driving positive change. These may include health education (e.g. health outbreaks), environmental education programmes (natural disasters), financial literacy initiatives, social justice and advocacy campaigns (voter education). These initiatives also seek to empower communities about the work of Chapter 9 institutions and other legislative processes that impact the lives of the people such as the Protection of Personal Information Act of 2013 etc. These will emanate through strategic partnerships with relevant institutions in and outside government.
Assumptions: Factors that are accepted as true and certain to happen without proof	Informed communities make better and informed decisions.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	All the public education initiatives undertaken are calculated and reported on WIMS. <ul style="list-style-type: none"> • Two public education and awareness initiatives undertaken per semester by SCO and RCC. • Each session Exit Report captured on the WIMS is counted monthly and quarterly. • RCCs/SCOs to capture the exit report seven (7) working days after the session held. • Approved by DD seven (7) working days after the RCC/SCO has captured the exit report.
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> • Capturing of public education and awareness sessions on WIMS. • Public education and awareness sessions captured and reported on WIMS by SCO and RCC, and then consolidated by provinces and Head Office.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end

Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: P&LL
Who is responsible for collecting the data?	Provincial Directors
Who is responsible for checking and verifying the data captured?	CD: P&LL
Means of verification (evidence)	<ul style="list-style-type: none"> • Approved WIMS exit reports. • In addition, supporting evidence may include the exit report, such as pictorials with captions or Local Communication Assessment Report.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: P&LL

Output indicator: Number of localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English).
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Localised information material produced targeting Rooted Realists in South Africa. A localised product refers to an information or communication material that is specifically developed and disseminated in an official provincial language (excluding English) to address the needs, context, and preferences of a target audience in this case, Rooted Realists. Localised products adapt national or provincial messages into locally relevant language, examples, and cultural references to ensure relatability, comprehension, and engagement.
Assumptions: Factors that are accepted as true and certain to happen without proof	Government information produced in localised languages is relatable and easy to process by communities.

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of number of products developed and disseminated to Rooted Realists.
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> • The data comes from the key priority campaigns identified. • Capturing of localised products on WIMS. • Dissemination of localised products captured and reported on WIMS by SCO and Regional Coordinator and then consolidated by provinces and head office. • Pictures of information material produced.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: P&LL
Who is responsible for collecting the data?	Provincial Directors
Who is responsible for checking and verifying the data captured?	CD: P&LL
Means of verification (evidence)	Proof of localised content products disseminated, with supporting evidence (e.g. copies of products disseminated), uploaded and recorded on WIMS by SCOs and Regional Coordinators, and consolidated by provincial and head office. Pictorials of products distributed.

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	ICT-related incidences, delayed procurement, delayed translations and unapproved content.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: P&LL

Output indicator: Number of community and stakeholder liaison sessions/visits undertaken	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of community and stakeholder liaison sessions/visits undertaken.
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Community stakeholder liaison and engagement sessions are organised meetings or forums where stakeholders or groups come together to discuss, provide input and collaborate on a particular project, initiative or issue. These are held in the form of forums, focus groups, workshops and face-to-face information gathering activities undertaken by GCIS local offices at grassroots. These are also localised information sharing engagements targeting stakeholders and formations i.e. Government structures such as community police forums; clinic committees; school governing bodies; community health workers; health promoters; health inspectors; ward committees; Thuthuzela Care centres; civil society formations; FBOs; NGOs; traditional authorities; CDWs; minority and special groups; Thusong Service Centre structures; cooperatives; entrepreneurs; hawkers and SMMEs. These sessions can also be undertaken through social media platforms (MS Teams, Zoom/Skype/Google hangouts, WhatsApp, Chat groups) teleconference meetings, etc. In these sessions the GCIS shares latest content on the NCSF and government priorities.
Assumptions: Factors that are accepted as true and certain to happen without proof	When kept informed, stakeholders serve as force multipliers to strengthen and enhancing government information messaging at local level.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	<ul style="list-style-type: none"> • Two stakeholder visits per month per SCO and two stakeholder visits per RCC per month. • Report captured on the Ward Information Management System (WIMS) is counted monthly and quarterly.

Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> • Capturing of engagements on WIMS. • Community and stakeholder engagements and liaison on WIMS and online sessions/visits captured on WIMS. • Sessions via social media platforms (Zoom/Skype/MS Teams/Google hangouts, WhatsApp, Chat groups) teleconference meetings. • Reports/minutes from stakeholders' meetings. • Report back template if the minutes and attendance registers are not available. • Distribution reports captured on WIMS.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: P&LL
Who is responsible for collecting the data?	Provincial Directors
Who is responsible for checking and verifying the data captured?	CD: P&LL
Means of verification (evidence)	<ul style="list-style-type: none"> • Approved WIMS exit reports; • Supporting evidence to the exit report; Evidence will be: Attendance registers/minutes/report back template/ Screen captures of the WhatsApp and Zoom/ Skype/MS Teams meetings.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • Unavailability of stakeholders, cancelled/postponed stakeholder meetings, weather disasters, community protests, pandemics, ICT-related incidences, power and water outages. • Under-reporting. • Delayed translations and unapproved content
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: P&LL

Output indicator: Number of community media sustainability support initiatives undertaken

GENERAL INDICATOR INFORMATION		RESPONSE
Indicator title: Identifies the title of the strategic oriented goal, objective or programme performance indicator.	The indicator measures the number of community media sustainability support initiatives undertaken for information dissemination to community media and as part of community media sustainability support interventions.	
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Community media platforms are responsive to societal information needs and provide access to empowering and developmental information. Development Communication paradigm asserts that community radio should reflect programmes that support democracy, development and empowerment of communities. It is through community media that rural communities can take control of their destinies. Thus, a sustainable community media is central to the empowerment of citizens.	
Assumptions: Factors that are accepted as true and certain to happen without proof	Rooted among communities, community media platforms provide relatable content through localised languages and radio in particular widens access to government content by the public to enhance social change. Government information produced in localised languages is relatable and easy to process by communities.	
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWD 	N/A	
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Higher performance is desired.	
CALCULATION AND REPORTING		
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the number of community media sustainability support initiatives undertaken.	
Source/collection of data: Describes where the information comes from and how it is collected	Monthly scanning reports on the functionality of community media.	
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year-end	
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly	
DATA COLLECTION		
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: P&LL	
Who is responsible for collecting the data?	Provincial Directors	

Who is responsible for checking and verifying the data captured?	CD: P&LL
Means of verification (evidence)	<ul style="list-style-type: none"> • Quarterly report on roundtable discussions. • Attendance registers. • Pictorials of information shared with community media
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	ICT-related incidences, delayed procurement, delayed translations and unapproved content.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: P&LL

GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM

ANNUAL PERFORMANCE PLAN 2026/27



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