ANNUAL REPORT 1999

gcis

GOVERNMENT COMMUNICATION & INFORMATION SYSTEM

information you can use

information information

leadership in government communication information information information

multi-purpose community centres

government communication

To the Minister in the Office of the Presidency Dr Essop Pahad

I have the honour of presenting the 1999 Annual Report of the Government Communication and Information System

The GCIS grew from strength to strength during 1999, both in staff numbers and in the quality of its contribution to government communication. This year, it should be remembered, was the first full calendar year of the existence of the GCIS and, as such, the organisation began to tackle some of the key strategic issues arising from its mandate.

Central here is the concept of development communication and information, and the decision to recast the nine regional offices of the GCIS into Government Information Centres (GICs) located at district level. These will, in turn, ground their work in a partnership approach at local level, within the context of Multi-purpose Community Centres (MPCCs).

Another important area in which work has developed over the last year is the Cabinet mandate to set up a Media Development Agency (MDA) - an independent agency which will enhance media development and diversity in South Africa. Of course, this is a process which requires extensive research and wide consultation on its terms of reference, legal status, sources of funding and criteria for support, amongst other things. A number of key stakeholders have been engaged around these issues and research has been commissioned to investigate a possible funding model.

Although South Africa has, since 1994, made enormous strides in overcoming the adversities of its past as well as positioning itself as a global player of repute, as a country and a government we have not paid focused attention to promoting ourselves abroad. Our image has been one gained by default. As such, the GCIS has, over the past year, engaged widely with sister departments such as Foreign Affairs, Environmental Affairs and Tourism,
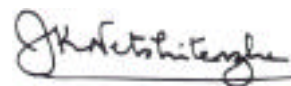
Trade and Industry, and Finance - towards a more vigorous and coordinated approach to this matter. The year 2000 should see important developments in this regard, with the launch of an International Marketing Council and a dedicated Project Manager, based at the GCIS, to spearhead the initiative.

As you will see from this Report, the GCIS has made substantial progress in redefining itself from the old South African Communication Service. During 1999, a Transformation Council was established, under whose guidance a Climate Study was undertaken into the culture and perceptions of the organisation, a Corporate Strategy was developed, and a Project Desk was set up in order more professionally to manage our relationship with clients in government and to introduce into the organisation project management theory and practice.

It has been a busy year, on the whole, with a major investment of GCIS resources in the inauguration of the new President in June and communicating the change of government and its programmatic approach.

This year should witness further qualitative growth of our young organisation.

Thank you, as always, to Minister Essop Pahad and President Thabo Mbeki for their leadership and support, as well as to the Portfolio Committee on Communication for its guidance and scrutiny.

JOEL NETSHITENZHE
CHIEF EXECUTIVE OFFICER

Laying the foundation of the government communication system

The year under review saw the rapid maturation of the GCIS into a communication agency offering a wide variety of quality services. There were three key areas that dominated the activities of the GCIS:
- transformation of the organisation
- providing leadership to government communication
- improving service delivery.

Transformation of the GCIS

In the previous Annual Report we reported that the GCIS was engaged with the task of translating the recommendations made by the Communications Task Group (Comtask) into a broad strategy. This process could be followed in earnest from May onwards when the majority of the management echelon had been filled.

In May 1999, the GCIS held a planning session where it looked at the type of scenarios it should prepare for.

The GCIS sees the future being marked by the following features:
- the South African public becoming increasingly involved in the process of governance and thus demanding more information about specific areas
- at the same time there will be a substantial part of the South African public who will, for many years to come, still require information basic to their survival
- the development of new media technologies and the emergence of new newspaper titles, radio stations and TV channels will provide government with more opportunities to communicate with the public.

Following the May 1999 *Bosberaad*, the organzation established a Transformation Council that looked at how the GCIS should be restructured, what competencies should be developed and what technologies should be considered to position the organisation for the future. As a result of the work of the Transformation Council the GCIS, *inter alia*, took the following decisions:
- to separate the Chief Directorate: Communication Service Agency from that of Corporate Services
- to create a Project Desk as the main point at which requests from departments can be processed
- to immediately establish a Project Management training programme custom designed for GCIS purposes
- to create a Directorate dedicated to meeting the communication training needs of the Government

- to examine ways in which the public enquiry service can be expanded.

Furthermore, after months of agonising over the best approach to be taken for development communication, the GCIS took the significant step of recasting its nine regional offices into Government Information Centres (GICs), with a plan to open 44 GICs, located at the district level. This decision was taken after much soul-searching on how the organisation could best give expression to its commitment to bringing the Government closer to the people.

Described by the Minister of Public Service and Administration as an expression of the Government's *Batho Pele* (People First) programme, the project sees the GCIS working with about 25 partners drawn from government departments and parastatals. The approach has been to establish Multi-purpose Community Centres (MPCCs) within which GICs and several other government departments are located.

The Tombo MPCC in the Eastern Cape was launched by the Minister of Public Works, Stella Sigcau and the CEO of the GCIS, Joel Netshitenzhe in December 1999.

Additional MPCCs will be launched in Kgautswane in the Northern Province, and Worcester in the Western Cape before the end of the 1999/2000 financial year, while the GCIS plans to launch a further 20 in the coming financial year. It is expected that the roll-out programme will be completed in the 2001/2002 financial year.

The following areas will continue receiving attention in the coming financial year as part of the transformation agenda:
- ensuring the organisation remains committed to its objective of being representative of the South African population
- training staff in the management of diversity

- establishing the GCIS as a learning organisation which celebrates innovation and creativity
- ensuring the organisational climate contributes to the contentment of employees and thus their high productivity
- improving the corporate services of the GCIS so that they play an efficient support role to the GCIS's communication efforts.

Leadership in government communication

The past 12 months have seen the foundation of the Government Communication and Information System being built upon.

The GCIS has continued providing overall leadership by developing the Government's communication strategy, coordinating the efforts of government departments, and strategising for transversal campaigns.

In July 1999, the GCIS produced the second government communication strategy based on the Government's programme articulated by President Mbeki in his State of the Nation Address. Based on the theme 'Anation at work for a better life', it was used as a framework for individual departments to develop communication strategies for their line functions.

Coordination between government departments continued to improve with the fortnightly meetings of the Government Communicators' Forum being well attended. However, the cluster approach that has come to characterise the work of Ministers and Directors-General has yet to take off completely amongst communicators. The Criminal Justice Cluster is the leading light in these efforts. The GCIS is exploring how better coordination can be achieved with the use of information technology. Relations with the communicators of provincial governments continued to strengthen, and the GCIS Secretariat continued having regular meetings with the Provincial

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Directors' Forum. There has been concrete collaboration on the establishment of MPCCs.

A particularly exciting development has been the adoption by the Cabinet of an international marketing strategy that the GCIS will be coordinating with the departments of Trade and Industry; Foreign Affairs; Arts, Culture, Science and Technology; Education; Finance, and Sport and Recreation.

Improving service delivery

The GCIS's commitment to improving service delivery, which was noted in the previous Annual Report, continued to characterise the organisation. The following are some of the highlights of the continuous improvements of its services:
- The instituting of a panel of advertising agencies. This is aimed at reducing lead times for communication campaigns.
- The appointment of two agencies to handle the

bulk-buying of media space. This is aimed at ensuring the Government can flex its considerable economic muscle to achieve reductions in advertising costs.
- The bulk-buying approach will be applied to research as well as to the distribution of material.
- The GCIS taking the initiative to install a video conferencing facility in Cape Town, at the Union Buildings and at GCIS Head Office.
- Developing a database of service providers ensuring a larger number of firms can be sourced by government communicators.
- Providing the lead to government departments in constituting structures for education and training.

Inundated by innumerable requests which the GCIS has been unable to meet entirely, the organisation has decided to institute a three-tiered categorisation of campaigns and projects.

In the first category are campaigns which emanate from the Presidency or which the GCIS has been specifically mandated by the Cabinet to execute. These include the Opening of Parliament, International Marketing and the African Renaissance.

The second category consists of campaigns which the GCIS runs with an interdepartmental team. Communication around HIV/AIDS, anti-corruption and job creation are apt examples.

The third category refers to an increasing number of campaigns that the GCIS helps to outsource. The GCIS nevertheless adds value by advising the departments on strategies to be adopted and the service providers to be approached.

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(January 2000 to March 2001)

Mission statement

As a government communication agency the GCIS's mission is to develop, promote, provide and coordinate:
- Communication strategy for the Government
- Development communication between the Government and the public
- Coherence across spheres and sectors of the Government
- Identification of public information needs
- Excellent media and communication services to the Government
- Policies for a democratic communication and information environment
- Projection of South Africa's image internationally
- Training strategies and programmes for government communicators
- Government's corporate identity.

Vision

Making an indispensable and widely valued contribution to a society working with the Government for a better life for all, by meeting the Government's communication needs and the public's information needs.

Objectives

- Transform the GCIS into an efficient organisation.
- Render excellent media and communication services to the Government.
- Make the GICs a centrepiece of government communication information.
- Help develop government media, communication and information policy.
- Promote South Africa in trade, investment and tourism.

Strategy

There are three elements to the GCIS Strategy:

Providing leadership in Government Communication

This will be done by developing communication structures, policy and strategy which:
- facilitate the implementation of the Government's democratic mandate
- ensure integrated approaches to transversal campaigns
- promote interdepartmental co-operation through communication clusters
- transform communication components to meet the needs of the Government
- is guided by the most advanced thinking on Information and Communication Technology.

Improving service delivery

Acting from a clear understanding of the needs of its clients the GCIS shall be responsible for:
- strategising for effective communication
- advising on how communication needs can be met
- assisting in the outsourcing of communication services.

The GCIS shall thus be responsible for the implementation of certain campaigns (i.e. the doing of some campaigns), the managing of some and the outsourcing of others. It shall be involved in in-house production only for campaigns identified by the Secretariat, while advising on the outsourcing of all others. To enable it to do this it shall establish and update databases of accredited service providers, be skilled in the management of outsourced projects and investigate new services which can be offered to clients.

Development of our human resources

The Secretariat shall collectively ensure that the development strategy worked out on the basis of the Skills

Audit is implemented so that a platform of a highly skilled professional corps is created within the GCIS as well as in other spheres of government. The GCIS shall use a combination of training, practical experience and mentoring by senior managers to achieve this.

Key issues
These are issues which the GCIS as a whole shall be responsible for.

STRATEGIC ISSUE ONE: Communication to Promote the Government's Mandate
The GCIS shall promote communication that facilitates the implementation of the Government's democratic mandate. This involves developing a national communication strategy, understanding the communication environment and assisting in its implementation through particular strategies for departments, provinces, and campaigns and their concrete realization in communication projects. It also requires the building of capacity throughout government for developing and implementing communication strategy as well as overseeing the restructuring of communication structures.

STRATEGIC ISSUE TWO: Transformation of Structures and Personnel
The transformation of the GCIS has taken many strides already, although there are a number of areas needing urgent attention. These include the training of staff, becoming a learning organisation, the climate study which will help clarify how to keep staff morale high, the incentives system and an internal communication strategy. Areas which need to be initiated are around race and gender diversity management, as well as implementation of the Seamless Project recommendations.

STRATEGIC ISSUE THREE: Information and Communication Programme
Given that Information and Communication Technology critically affects the environment we work in, the GCIS needs to deal with matters pertaining to the Information Economy, the interaction of information and communication technologies and the availing of these technologies for people-centred development as priority issues. It would need to work closely with the Department of Communications on this issue whilst driving the process of developing media policy and the vehicle for media diversity and development.

STRATEGIC ISSUE FOUR: Identifying and Meeting Public Information Needs for Government Information
We need to formulate a clear approach to following up on the qualitative research conducted earlier this year. Furthermore, we need to spell out the information content of the MPCCs, the training needs of people staffing them; how they are connected to the Information Centre and how call centre technology can be utilised by the public.

STRATEGIC ISSUE FIVE: Improving Service Delivery to Clients
This is to ensure that the GCIS provides a relevant service – one based on our strengths matched with the needs of our clients. The GCIS shall not hesitate in advising clients on outsourcing services which we cannot deliver. Areas such as the Extranet Project, international marketing, analysis of client needs/satisfaction and communication coordination fall under this issue.

STRATEGIC ISSUE SIX: Corporate Issues
The administration of the business of the GCIS has become a strategic issue because of the moribund structures and systems inherited. There is an urgent need to develop efficient financial management systems, management information systems, clear supplier databases and strategies, following through on aspects of the Mergers and Acquisition Team (MAT) Report as well as looking at long-term budget reallocation in line with GCIS strategic objectives.

Key campaigns
In keeping with the approach outlined in the GCIS Strategy we shall approach the campaigns in the following manner:

Where the GCIS is DOING the campaigns:
These are campaigns which have been allocated by the Cabinet to the GCIS; flow from the Presidency or are initiated by the GCIS.
- African Renaissance
- National Consensus
- Openings of Parliament
- Corporate Identity of the Government
- MPCCs
- *SA Yearbook*.

The GCIS shall provide leadership in the following campaigns for interdepartmental teams, i.e. we will MANAGE the campaigns:
- Job creation
- HIV/AIDS
- Local elections on behalf of the IEC
- Moral Integrity, e.g. Anti-corruption campaign.

The GCIS shall make input regarding the OUTSOURCING of these campaigns or their execution by the relevant departments:
- Hanover 2000
- Awareness on people with disabilities
- Public Service Negotiations
- Gun Control
- e-commerce
- National Productivity
- Taxi Recapitalisation
- Y2K
- Public Sector IT Policy.

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CEO

DCEO

DD Secretariat Support

AD Corporate Identity

Director Project Desk

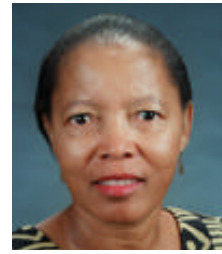| Chief Directorate: Communication Service Agency				Chief Directorate: Corporate Services			
			DD CSA Support Service				
Director Client Training Services	Director Broadcast Production	Director Marketing	Director Design and Print Production	Director HR	Director IT	Director Financial Management	DD Internal Audit
DD Training Programmes	DD Video	DD Marketing	DD Exhibitions Creative Director	DD HR Management	DD	DD Logistics & Auxiliary Services	
DD Training Infrastructure	DD Audio	DD Distribution	DD Photography Picture Editor	DD Internal Communication		DD Finance & Budget	
		Event Mngmt AD	DD Art Studio Creative Director	DD Development & Training			
		Advertising AD	DD Mng Editor				

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Chief Director: Corporate Services
Ilva McKay Langa

Chief Director: Communication Service Agency
Chris Vick

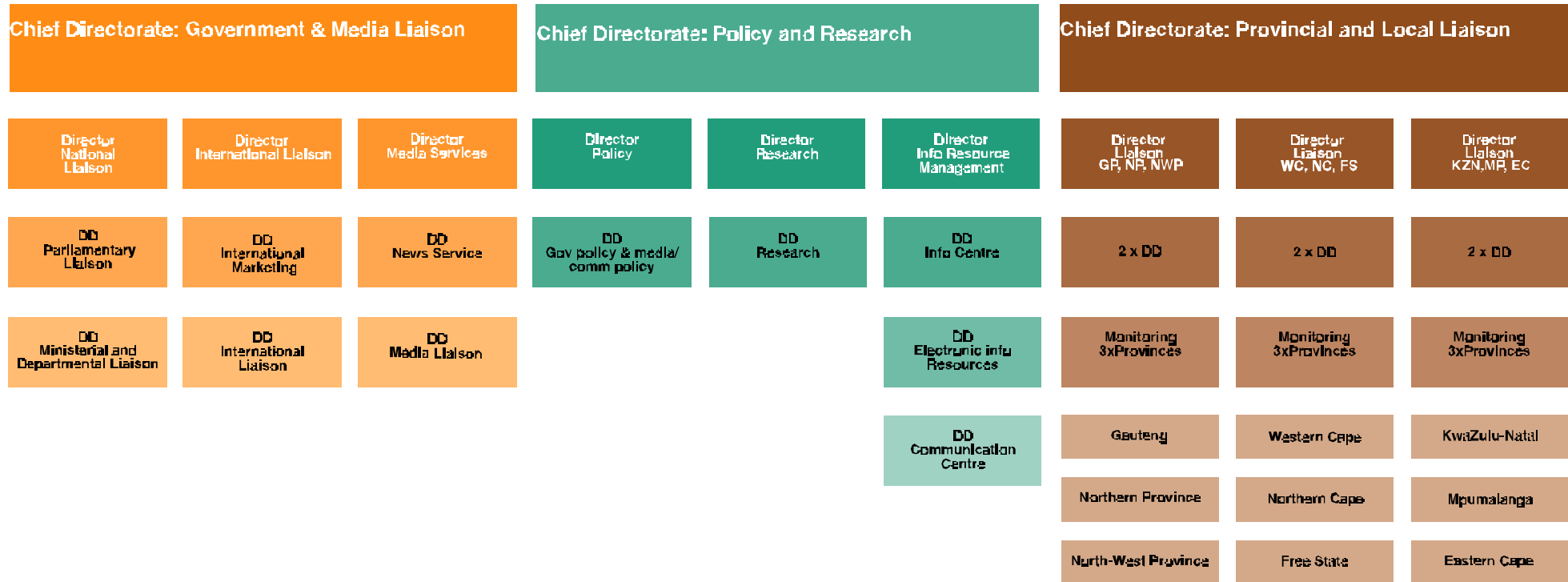Chief Director: Government and Media Liaison
Portia Maurice-Mopp

Chief Director: Policy and Research
Tony Trew

Chief Director: Provincial and Local Liaison
Setara Wsala

Chief Directorate: Government & Media Liaison

Director National Liaison	Director International Liaison	Director Media Services
DD Parliamentary Liaison	DD International Marketing	DD News Service
DD Ministerial and Departmental Liaison	DD International Liaison	DD Media Liaison

Chief Directorate: Policy and Research

Director Policy	Director Research	Director Info Resource Management
DD Gov policy & media/comm policy	DD Research	DD Info Centre
		DD Electronic info Resources
		DD Communication Centre

Chief Directorate: Provincial and Local Liaison

Director Liaison GP, NP, NWP	Director Liaison WC, NC, FS	Director Liaison KZN, MP, EC
2 x DD	2 x DD	2 x DD
Monitoring 3xProvinces	Monitoring 3xProvinces	Monitoring 3xProvinces
Gauteng	Western Cape	KwaZulu-Natal
Northern Province	Northern Cape	Mpumalanga
North-West Province	Free State	Eastern Cape

The CSA has seen an increasing demand on its services over the last year - which is interpreted within the chief directorate as an indication of a growing awareness of the CSA's services and a recognition of the quality and efficiency of what it provides.

The two major projects for the year under review were:
- Opening of Parliament: For the opening of Parliament in February 1999, newspaper inserts were prepared as well as brochures in the 11 official languages. With the second opening of Parliament by President Mbeki, the campaign to popularise the speech included radio advertisements, photographs of all members of the Cabinet, posters, four million brochures in the 11 official languages, newspaper advertorials and one million booklets containing the full speech.
- Presidential Inauguration: The chief directorate prepared 60 000 carrier bags and programmes, 200 000 t-shirts, and a range of other material including letterheads, envelopes, folders, postcards, video covers, press accreditation cards, hand flags, peak caps and banners.

The GCIS internal transformation processes resulted in several changes to the structure of the CSA towards the end of 1999. These include:
- Development of a dedicated Project Desk, reporting to the Deputy Chief Executive Officer (DCEO), to coordinate all communication projects briefed into the GCIS.
- Expansion of the marketing, advertising and distribution function into a full-fledged directorate. This unit will be responsible for coordinating centralised media planning and buying for the Government resulting in dramatic savings for the Government, and coordinating the development of more effective methods of distribution.
- Introduction of a dedicated directorate for client training services, to ensure continuity in the work of the National Training Board initiative that was launched in February 1999.

The integrated project approach has also resulted in greater consistency in the style and content of, for example, posters and pamphlets, and has allowed for more structured planning around communication projects and the resulting products.

Key challenges facing the CSA in the coming year are:
- The development of more effective briefing processes, to ensure the CSA accurately meets the expectations of client departments and project teams.
- The broadening of the CSA's supplier database. This will be done in line with the new procurement legislation currently being developed in Parliament, and will include the establishment of a database of service providers. This will go some way to ensuring the more active involvement of small, medium, micro and emerging businesses in the work of the CSA.
- Increasing the CSA's ability to outsource jobs when and where appropriate, in order to maximise the use of the CSA's limited resources.
- Upgrading the existing CSA equipment, in particular its radio facility, to ensure the CSA can provide the most professional and cost-effective services.
- The establishment of a national distribution network, to ensure government information products reach their target audiences quickly and efficiently.
- The refinement of impact assessment tools, to enable the GCIS to measure the impact of its information products and ensure they are in line with the needs of target audiences.

A. Directorate: Project Management

A vacancy rate of 50% in the Project Management Directorate and a moratorium on the appointment of personnel in these vacancies – necessitated by the restructuring initiatives in the GCIS – affected operations in all four sections during 1999. Only seven of the 14 posts

GCIS stand: Staff assisting clients at the Commonwealth Heads of Government meeting (CHOGM).

allocated to the directorate were filled during the review period. In two subdirectorates -- Marketing & Distribution and Campaign Management – all posts were vacant.

Major activities during this period include:
1. Servicing key government communication projects
In January 1999, the section handled all logistical arrangements for the launch of the Government web site by Deputy President Thabo Mbeki in Pretoria. The launch included a video link to a venue in North-West, a virtual (Internet) link to a community centre in rural KwaZulu-Natal and a video link to a venue staffed by the South African High Commission in London. This gave people at these venues an opportunity to direct questions at Mr Mbeki on government policy and the web site.

From April to June the directorate was involved in the Presidential Inauguration. As a member of the Public

The re-launch of the SA Yearbook: *Minister Essop Pahad (left) and GCIS CEO Joel Netshitenzhe.*

Relations Subcommittee, the directorate drafted an advertising strategy and managed the placement of all advertisements on the inauguration in outdoor, print and electronic media. In addition, the section managed the production of promotional material and commemorative gifts by private-sector service providers and coordinated the packing and distribution of all gift packs

In October, the directorate assisted with logistical arrangements for a community event at St Lucia in KwaZulu-Natal. The event – organised to highlight the Lubombo Spatial Develoment Initiative, one of the lead projects identified at the 1998 Presidential Jobs Summit – was attended by President Mbeki.

2. Streamlining procedures for outsourcing specialized communication services
The directorate initiated and concluded two contracts for centralized media buying for print and electronic media and for outdoor media respectively, ensuring significant savings for government departments. The objective of these contracts was to centralize media buying, and to use the combined buying power of the Government's expenditure on communication campaigns to negotiate maximum discounts off the media rate cards. Nineteen national departments are participating in the contract for electronic and print media and 16 departments in the contract for outdoor media.

In accordance with the recommendations of the Comtask Report on Government Communication, and to streamline the outsourcing of advertising campaigns, the section also reconstituted a panel for Advertising Agencies during 1999.

3. Media placement service
A steady increase has been experienced in requests for assistance with placements of advertisements in electronic, print and outdoor media. The majority of requests were received from the Department of Labour and the Department of Welfare.

The largest advertising spending during 1999 was on the Parliamentary Briefing Week campaign. In February 1999, the section handled the placement of 3 051 449 A1 newspaper inserts, and radio advertisements on 16 national, 13 regional, and 32 community radio stations for this campaign. The total advertising spending was R3 760 063. Other large campaigns included the Presidential Inauguration 1999, the Masakhane Campaign and the Opening of Parliament (June 1999). On average the section negotiated a 30% discount on television advertising and 8-10% discount on print advertising.

4. Distribution service
The directorate handled the distribution of the following government publications:
- The State of the Nation Address '98 in January and February 1999.
- President Mandela's Opening of Parliament Address. This entailed direct mailing of 1 500 000 flyers in English and 124 757 flyers in other languages to, amongst others, NGOs, clinics, schools, libraries and the business sector.
- Two publications based on President Mbeki's Opening of Parliament Address. One million copies of a booklet with the unabridged version of the Opening of Parliament Address and four million copies of a leaflet summarising the Government's programme for the next five years entitled 'The building has begun' were distributed between July and September 1999.
- Adocument entitled *Guidelines during an Election Period* to all national and provincial departments and 1 000 local authorities was distributed during May 1999.
- The 1998 and 1999 editions of the *SA Yearbook.*

5. Open Days
To keep abreast of developments in the field of communication, technology, media, training and advertising, the section coordinated a series of GCIS Open Days. These Open Days allowed private sector service providers to

inform GCIS personnel and government communicators about their products, services and the latest trends in the communication industry. The directorate initiated and staged four GCIS Open Days during 1999 (in January, April, June and October).

The section also established and administered a Standing Request Committee to expedite requests received from government clients for assistance.

6. Other projects
The directorate also assisted with the following projects:
- Voter Education
- Women's Day
- Child Line
- Municipal Demarcation Board
- Consumer Awareness campaign
- African Population Conference
- Publicity around the Maintenance Act and the Domestic Violence Act
- Anti-corruption Summit
- Freedom Day celebrations
- Commemoration of the Presidential Jobs Summit '98
- Awareness-raising on the new Employment Equity Act
- Masakhane

Changes in structure and work processes
During October, the directorate was restructured and renamed the Project Desk. The main responsibility of the new structure will be to bring sound communication principles to all projects developed by the GCIS and to play a coordinating, facilitating and strategising role. The Project Desk will ensure that the GCIS maintains an overview of all communication projects logged into the organisation and the related resources allocation.

Human resources development
The directorate initiated a project management training programme for 40 middle and senior managers at the GCIS head office and regional offices. This GCIS tailor-made course, conducted in August 1999, focused on the management of projects in the field of communication (including advertising and public relations).

B. Directorate: Design & Print Production
Major restructuring of the directorate took place during 1999, which allows it to function optimally within a project management environment. The restructuring will also allow the directorate to align itself more to the private sector.

In addition to the two opening of Parliament events and the Presidential Inauguration, the directorate's major campaigns included the Commonwealth Heads of Government Meeting (CHOGM), the Jobs Summit, the launch of the Tombo Multi-purpose Communication Centre, the Anti-corruption Conference and the African Population Development Conference.

Major campaigns in 1999 such as the Inauguration of President Mbeki and the opening of Parliament resulted in the directorate maintaining a very high production output – despite personnel and budget shortages. All subdirectorates were involved in these campaigns.
The directorate was also closely involved in the development of a new corporate identity for government.

In order to enable the directorate to maintain its high level of output, focus was placed on outsourcing production processes to service suppliers. Service suppliers were also encouraged to register for inclusion in the directorate's database, ensuring a more representative base of suppliers.

Negotiations are taking place with the graphic design industry around the establishment of a graphic design council that will benefit both government and the private sector.

Large savings were made in government purchases through negotiation with service providers. The Subdirectorate: Exhibitions standardised exhibition systems in order to facilitate a wider availability within government as a whole. Costs per exhibition system (portable wall) were reduced by 20% from 1998.

Activities
1. SA Yearbook
The Yearbook is the only official source of reference on South Africa. The print order of the 1999 *SA Yearbook* was increased to 51 000 of which some 27 000 were donated to the Department of Education for distribution to school libraries. The 1999 edition included a questionnaire to test the content and quality of the publication. Positive comments as well as useful suggestions have and are still being received. These, together with the findings of a work study (held in January 2000) and a workshop (held in November 1999), will be used to improve the 2000 edition.

2. Editorial Services
This section is responsible for the language editing of all official publications and documents generated by the GCIS. Depending on capacity, this service is also provided to other government departments. Translations into nine of the official languages are currently outsourced. Examples of publications edited during 1999 include the *SA Yearbook*, the GCIS Annual Report, and material on 26 Ministries' activities that appeared in newspaper inserts following the Parliamentary Briefing Week. Work done at the request of other departments includes the 1998 Annual Report of the Department of Trade and Industry (176 pages), various brochures and pamphlets for the departments of Health and Welfare, as well as posters for the Department of Minerals and Energy and the SAPS.

3. Ad Hoc Publications
This section produced a variety of publications during 1999.

An advisory and outsourcing service was also provided to clients in cases where requests could not be handled internally. The existing database of service suppliers was also expanded to make it more representative.

Highlights of the year include the President's Award for Community Initiative campaign, the Presidential Inauguration and the Opening of Parliament. Other products included the GCIS Annual Report' 98, a brochure and folder for the launch of the GCIS web site, pamphlets on dagga (Welfare), asthma (Health), and the National Drug Master Plan (Welfare).

The section coordinated a brochure on arms procurement, a booklet on the African Population Conference (Welfare), a booklet and folder for the 1st commemoration of the Jobs Summit, an SAPS manual and security manual (Foreign Affairs) for CHOGM, a brochure that was distributed at the launch of the Tombo MPCC and several other information products.

4. Photographic Unit
During the past year, the unit covered more than 140 photographic shoots for the Office of the Presidency and various Ministries. Numerous State visits were photographed -- including the visits by British Prime Minister Tony Blair and by Queen Elizabeth II, Her Majesty of Great Britain. The launch of the MPCC at Tombo in the Eastern Cape as well as the Jobs Summit commemorative launch at St Lucia in KwaZulu-Natal were also covered.

The unit has produced official photographs of the President, Deputy President and all Ministers and Deputy Ministers and several thousand copies of these portraits have been distributed.

The unit has begun exploring new filing systems and the usage of digital images and databases. Outdated equipment still presents a problem.

Good relations have been established with freelance photographers and the unit is outsourcing more of its work in an endeavour to become more cost-effective.

The photographic section also assisted the Department of Environmental Affairs and Tourism's South African National Antarctic Expedition (SANAE) team with basic training in photography. The section has been advising departments such as Arts, Culture, Science and Technology (DACST) and the Office of the Public Service Commission on the acquisition of photographic equipment for internal use.

Students from the Technikon Pretoria were also assisted with hands-on experience during the Inauguration of President Mbeki and the delivery of credentials to President Mandela. In addition, the North-West Government Communication Directorate requested assistance with basic photography workshops in preparation of advanced courses. A programme is being drafted.

5. Exhibitions
In order to achieve more with less, the pooling of resources was considered during the year and the 'government pavilion' concept adopted as a way of maximising resources.

A pilot project was initiated and implemented at the 3rd African Population Conference, held in Durban in December. Sixteen departments each exhibited as part of a government exhibition coordinated and branded by the GCIS. This was a resounding success at all levels, minimizing duplication of services. This concept will be developed to make information more easily available to all South Africans.

Other major projects included the Agri-Marine Expo with the Department of Agriculture, the CHOGM exhibition, displays at the Job Summit and involvement with the South African Government pavilion at the Hanover 2000 Expo.

6. Art Studio
The studio functioned with only one official for the reporting period. However, this – combined with tight deadlines and limited funds – did not deter the section from producing a huge amount of work.

Apart from overseeing all design and layout for the two major campaigns undertaken by the CSA, the studio was also involved in the launch of the GCIS web site, CHOGM, the Jobs Summit, and the opening of the first MPCC in Tombo. The studio also developed a new look for the GCIS internal newsletter, *Let's Talk*, and was responsible for the design of the *SA Yearbook* 1999. A highlight of the year was the design of a commemorative poetry book as part of the Presidential Inauguration.

C. Directorate: Broadcast Production
The directorate's key functions are the production of videos and radio programmes, in different forms. These include advertisements, documentaries, informational products and promotional material.

Among the services provided to departments were:
- Duplication
- Technical advice: Advice and support were provided on the purchase, installation and maintenance of audiovisual equipment. This service was offered to the GCIS, other government departments and statutory bodies.
- Production: The unit assisted by either directly producing or outsourcing video and audio productions. A list of reliable video and radio production companies who can be contacted to tender for programmes was compiled, and a standard contract, approved by the State Attorney, was made available for government departments, semi-governmental institutions and GCIS personnel. Support was also given on outsourced productions, for example with the evaluation of scripts and visual material.

- Stock Footage Library: A stock footage library consisting of video and film recordings on a wide variety of subjects was managed in conjunction with the National Film, Video and Sound Archives.
- Video Library: The directorate developed a well-resourced archive of films and video programmes produced by the GCIS as well as programmes produced externally. A catalogue has been developed of productions available in the Video Library.
- Training: Ad hoc courses on basic and advanced camera techniques were provided to GIC personnel who were required to do camera work as part of their function.

A breakdown of services provided during 1999 is as follows:

Video	34 programmes completed & delivered
Radio	9 projects completed & delivered and assistance to Department of Welfare for satellite broadcast on 12 community radio stations
Duplication	1 824 copies made - income of R36 415 generated
Royalties	14 projects completed & delivered -- income of R22 968 generated
Help and advice	11 departments
TV advertising	4 projects completed & delivered
Documentation of events	11 projects completed & delivered
Uncompleted programmes	12
Outsourced	5

The directorate generated 861 minutes of completed video production minutes in 1999. This is more than in any other year.

The Radio Unit produced a further 221 minutes of completed radio programmes and 1 750 minutes of documentation of events.

Major projects and key clients

Programmes were produced on a wide range of topics, including human rights, voter registration, RDP success stories, welfare issues and environmental programmes. Several training videos were also produced.

Key clients were the departments of Welfare; Health; Justice; Sport and Recreation; Arts, Culture, Science and Technology, and Foreign Affairs.

Staff assisting clients visiting the GCIS stand at the CHOGM.

The GCIS played a leading role in organising the successful commemoration of the Jobs Summit held in St Lucia, December 1999.

The Chief Directorate: Corporate Services is responsible for providing a support service to the entire GCIS. The GCIS has emerged from a restructuring process that resulted in Corporate Services and the CSA being separated into two chief directorates. Human Resources Management, Training and Development and Internal Communications fall under the Directorate: Human Resources, while Finance and Logistics are located in the Directorate: Financial Management. The Directorate: Information Technology is a new one reporting to the Chief Directorate: Corporate Services.

The greatest challenge facing Corporate Services is to excel in the support service provided to the GCIS. Through a Corporate Services Improvement Project, the chief directorate aims to improve its performance. It is operating in an era of the new Public Service Regulations, and this will be reflected by a creative, innovative approach to the Public Service.

A. Directorate: Financial Management

The directorate provides effective financial management support through continuous improvement of systems and processes and through the effective use of financial management technologies.

During its restructuring process, the GCIS upgraded the financial management division to be headed by a director. This section is staffed by 15 people who are responsible for the budget process, management of salaries, financial books and payment of all GCIS debts. Through this team, the GCIS has managed to introduce a number of improvements in the managing of its finances.

Key successes
- Creation of a fully functional Finance Directorate with adequately trained personnel.
- Obtaining an increase in the GCIS's Medium-term Expenditure Framework (MTEF) baseline from R48 million to R60 million for 2000/2001.
- Setting up an effective system which provides support to management in the coordination and controlling of its budget.
- Strengthening the Internal Audit Unit has presented challenges for the Finance Directorate in ensuring the proper management of financial records.
- The combination of the Finance Unit and Logistics section, which will further improve the financial and provisioning functions of the GCIS.

Challenges
- Staff require continuous training to keep up with the changes introduced by the Department of State Expenditure. System Controllers and Provisioning Clerks have attended training courses organised by State Expenditure.
- In February 2000, the GCIS will be one of the departments where the new Logis system will be introduced in government. Logis is a system that enables the interfacing of the Financial Management System (FMS) and Persal system. Through this function we will be able to obtain expenditure reports that incorporate the personnel and operational figures, and will also assist us to keep accurate control of our stores and inventory.
- Through the Corporate Services Improvement Project, the Logistics and Auxiliary Services will embark on a major re-engineering of its work processes.

B. Internal Audit Section

This section independently appraises corporate business risks, the adequacy and effectiveness of the system of internal controls and the quality of performance of the GCIS and its regional offices. Through the audit committee, the section provides information on these functions to the Secretariat.

In 1998, the Internal Audit Section was moved out of the Finance Subdirectorate to be an independent unit, reporting to the Chief Director: Corporate Services and having direct access to the Chief Executive Officer. The staff complement was increased from one officer to four during 1999 with the appointment of two senior internal auditors (both appropriately qualified with relevant experience in the auditing field) and one official from the Finance Section.

The first summary report of work done by the section was submitted to the Audit Committee, which is chaired by the Chief Executive Officer. The internal audit reports highlighted various shortcomings, most of which management has already started to address.

The section is building awareness of its role to all regional offices as well as at Head Office, promoting the importance of internal controls within the GCIS. Workshops will be held in other regions not yet covered as well as at Head Office during 2000.

The Head of Internal Audit serves on various committees within the GCIS, including the Departmental Tender Committee, *Indibano* (top management meetings), and the Information Technology Committee.

C. Information Technology Section

The section oversaw the Year 2000 Project across the GCIS. This project entailed the inventory, assessment, rectification and verification of all computer-based equipment to ensure Year 2000 compliance before the turn of the millennium.

This project was initiated to prevent failure of software and hardware owing to the incorrect interpretation of two-digit year fields. The GCIS participated in the national Year 2000 programme coordinated by the National Year 2000 Decision Support Centre. Through the State Tender Board contract RTG 9962, the GCIS managed the possible impact of the century date change. No system failures were experienced during the turn of the century.

The outdated Compaq workstations, however, reverted to a date of January 1980. This was not critical since these workstations could be manually set to the correct date via the operating system. These workstations will be replaced before April 2000 with fully compliant workstations. No other failures have been recorded to date.

Other major projects included:

- Macintosh systems: Macintosh computers have been purchased for specialised applications. These have been installed with full connectivity to the Local Area Network (LAN). Training has been provided for support.
- Local Area Networks: Cabling, server network points and patch panel installation were carried out at Johannesburg, Pietersburg, Nelspruit, Bloemfontein, Kimberley, Durban and Port Elizabeth. All these networks were completed in the first half of 1999. Mmabatho and Cape Town will follow depending on decisions taken by management concerning the location of these regional offices.
- Wide Area Network: Diginet lines, STU units and routers were installed at the seven offices mentioned above. The seven offices are inter-linked along with the head office through the OpenNet Network as of September 1999. This connection allows full e-mail and Internet access to all users as well as sharing of IT resources.
- Video-conferencing systems: Tender RT 795 GE for the installation of video-conferencing equipment was awarded to CANON SA. Subsequently, systems have been installed at the Union Buildings, GCIS Head Office, Tuynhuis, Goodhope R102 and Tuynhuis Auditorium. All systems have been tested and used for several meetings.

D. Directorate: Human Resources

The directorate provides support in the development of good human resources management practices, good human resources development and good internal communication.

In the field of human resource development, the following successes were achieved:

- Sensitising GCIS staff to the new Public Service Regulations through the organisation of workshops for head office and GICs.
- Providing training to other government departments and provinces in fields such as diversity management.
- Introducing HIV/AIDS programmes to GCIS staff by educating staff about HIV/AIDS; inviting speakers from MEDUNSA, the Department of Welfare and People Living with AIDS to share experiences.

The Directorate is attempting to secure a proper training venue, and will be marketing its services throughout the GCIS.

Accreditation will be sought for courses run by the GCIS, which will also be expanded to include the regional offices of the GCIS. A systematic adult basic education programme is being introduced to enable previously disadvantaged employees to upgrade their qualifications.

In the field of human resources management, major successes include:

- Finalisation of various policies required in terms of the new Public Service Regulations.
- Recruitment and induction of 50 new staff members into the GCIS during 1999.
- Improving labour relations by forging a working relationship with recognized trade unions in the Departmental Bargaining Council of the GCIS.

A lack of trained investigating and presiding officers hampered the speedy finalisation of cases of misconduct, but the training programme will commence in March 2000 at the Justice College.

E. Internal Communication

Successes

- Changing perceptions by communicating with managers and staff through an internal monthly newsletter

(*Let's Talk*), and an occasional publication (*HotNews*), which is published when there is urgent information to be communicated to staff. One lesson learnt is that staff read the internal newsletter rather than official circulars.
- Conducting a climate study to determine the mood in the organisation and to serve as a basis for internal communication strategies. The findings are being communicated to all GCIS staff.

Challenges

- Better communication between management and staff.
- Facilitating an open-door policy among management.
- Encouraging communication within and between sections, including GICs.
- Communicating the vision and mission of the organisation.
- Communicating the new GCIS corporate strategy to staff.
- Ensuring full involvement of all staff members in social events and briefing sessions.
- Building unity in the organisation.
- Managing information that goes onto the Intranet.

Over the past year, the Chief Directorate: Government and Media Liaison has consolidated a team of highly energetic and enthusiastic people dedicated to facilitating liaison within government about communication matters; building partnerships with the media and servicing it with information from the Government as well as developing strategies for the marketing of South Africa internationally.

From 14 members at the beginning of 1999, the team has grown to 30 – representing a great diversity of experience and background. The team is now almost at full strength, having grown from two in mid-1998.

During the course of the year, the chief directorate was restructured to incorporate three directorates. However, owing to budgetary constraints, only one director was appointed during 1999. With the restructuring of the GCIS in November 1999, the name of the chief directorate was changed from Media Liaison to Government and Media Liaison, reflecting its work more accurately.

Successes
Much of the year's work has been project-based, with great improvement in the project management skills of staff. Key innovations developed during the year include:
- The purchase of a video conference facility primarily to increase access to government news for journalists based either in Gauteng or Cape Town.
- Introduction of a 12-hour operations centre for government media work.
- A much improved system of e-mail communication with community media.
- Consolidation of plans to introduce a daily on-line news service on behalf of government – *Bua News On-line.*

Challenges
Key among the challenges facing the chief directorate are:
- Developing standard guidelines for the responsibilities of government communicators in relating to the media.
- Training staff to offer a service of better quality to the Government.
- Developing a programme of regular dialogue with journalists.
- Providing a better service to foreign correspondents on behalf of the Government.
- Developing, in co-operation with the Department of Foreign Affairs, improved information systems to South Africa's missions abroad and the diplomatic corps resident in South Africa.
- Providing support to the implementation of a South African marketing and communication strategy to targeted countries abroad.
- Further facilitating the transformation of government communication structures in line with the Comtask recommendations, and assisting with the development of communication strategies.
- Initiating an annual award system for government communicators.
- Offering more strategic support to the clusters of communicators which meet monthly to plan integrated programmes.
- To review the efficacy of arrangements for post-Cabinet media briefings.

A.   Directorate: Media Services
The Directorate: Media Services was intensely involved in media work to support the introduction of a new term of government during 1999, as well as a number of State visits, key government campaigns and an international conference.

In the first two months of the year the directorate worked on two major events, namely: British Prime Minister Tony Blair's visit to South Africa in January 1999, and the opening of Parliament in February. The latter attracted tremendous media interest as this was the last time former President Nelson Mandela addressed Parliament.

From March to May 1999 the directorate was involved in Human Rights Day activities and the HIV/AIDS train campaigns. The directorate also participates in the communication team on HIV/AIDS, in collaboration with the Department of Health. During March and May there were two HIV/AIDS train campaigns aimed at spreading awareness of HIV/AIDS to many parts of the country. The GCIS was also involved in the initial conception of communication plans around the X111 International Conference on AIDS to take place in Durban in July 2000.

In May 1999, staff were seconded to the Independent Electoral Commission to assist with media work around the general election in June. Accreditation was done for about 400 local and foreign media covering the election, and an operations centre was set up at the GCIS for the period.

In June, the directorate was involved in the overall planning and implementation of a communication strategy for the Presidential Inauguration. The GCIS was represented on the Inauguration Planning Committee and facilitated interviews with Minister Kader Asmal, chairperson of the Inter-Ministerial Committee on the Inauguration, and Deputy Minister Aziz Pahad, chairperson of the Inauguration Planning Committee. The directorate was responsible for the accreditation and pooling of about 800 local and foreign journalists.

After the election and Presidential Inauguration came the opening of Parliament in July and delivery of the new President's first State of the Nation Address. The GCIS media briefings were arranged according to the new cluster approach of the Government.

Other key campaigns between June and December for which the directorate provided media support included:
- The Municipal Demarcation Board.
- The announcement of the South Africa-Nigeria Binational Commission after the return to South Africa

of a team of Ministers led by the Deputy President, as well as the South Africa-Nigeria Dialogue Series press conference and dinner.

- Formulating a media plan for the launch of the Department of Trade and Industry web site in August.
- Media strategy for the Arms Procurement project.
- Arranging media liaison for the centenary commemoration of the Anglo-Boer/South Africa War.
- Media arrangements for the signing of the SA/EU Trade Agreement.
- Assistance to the Department of Foreign Affairs as South Africa hosted the Commonwealth Heads of Government Meeting (CHOGM) during September, and joint preparations with the British High Commission (media) to prepare for the visit of Queen Elizabeth II to South Africa to coincide with CHOGM.
- The Y2K Communication Task Team.

During November the directorate assisted with media liaison for the Jobs Summit-related presidential visit to St Lucia, which had been declared a World Heritage Site. During December, the team arranged media liaison for the African Population Conference in Durban and the Southern African Region Consultative Conference which ran concurrently.

The directorate has also assisted the departments of Trade and Industry, and Transport with a media strategy and plan for the Taxi Recapitalisation project, and participated in planning sessions for an awareness campaign on disability and a communication strategy for Census 2001.

Ongoing work for the directorate has included:
- Arranging regular post-Cabinet media briefings.
- Continuous dialogue with community and local media formations, which included a roadshow during October to highlight the services of *BuaNews* to community and local media around the country.
- A training programme for staff to improve their writing, editing and media liaison skills. Other training courses focused on public speaking, time management, project management and human resources development.
- Advanced planning to make *BuaNews* available on-line free-of-charge on a subscription basis from early in the new year. The *BuaNews* web page will be linked to the main GCIS web site at www.gcis.gov.za, and will include *BuaNews* stories as a service to community media, government media releases, a photo section, as well as links to other interesting sites. Because of constant marketing initiatives, there has been a marked increase in demand for the service.

B.   Directorate: Client Relations
Subdirectorate:
Ministerial and Departmental Liaison

Since July 1998, the GCIS has attempted to build greater integration and coordination into the communication efforts of the national Government through biweekly meetings of communication leadership. It sought to augment this with monthly cluster meetings, which would allow for more substantive discussions and joint planning.

In July 1999, the GCIS reviewed the effectiveness of these structures in achieving the objective of greater integration. Communication clusters were reorganised to mirror the new Cabinet clusters and clusters of Directors-General. This structure attempts to build greater levels of synergy between the programmes and policies of the Government, and its communication activities. The clusters are structured as follows:
- Social
- Economic
- Investment and employment
- International relations, peace and security
- Justice, crime prevention and security
- Governance and administration.

This section of the GCIS has been responsible for collating the communication strategies of Ministries, in line with the overall communication strategy presented to the Cabinet by the GCIS in July 1999. Clusters and Ministries have been encouraged to apply the overall strategy to their programmes, messages and themes.

This approach has met with some success, and is introducing a greater sense of planning and coordination into government work. However, much still needs to be done to address training and capacity shortcomings within departments, to raise the level of professionalism among government communicators, and to inculcate within departments an appreciation of the primacy of communication in strategic planning and management decision-making.

A number of departments have begun to restructure their systems and approach to communication in line with the Comtask recommendations, and two questionnaires have been sent out to monitor progress in this regard. In addition, work sessions have been held with a number of departments with this end in mind.

Subdirectorate: Parliamentary Office

This office represents the GCIS at Parliament, and is primarily responsible for servicing the information needs of the Parliamentary Press Gallery, Parliament and other service and international organisations based in Cape Town. In the latter half of 1999, the office adopted formal responsibility for the Information Resource Centre at Parliament, and plans are under way to staff the office with a dedicated information officer, pending budgetary allocations.

In addition, the Parliamentary office assists the GIC office with requests related to community and regional media in the province, where required.

The office was responsible for managing government communication related to the opening of Parliament in July. Information distributed by the office included, for example, the composition of the new Cabinet and highlights of policy and programmatic priorities announced by the new Ministers.

It was also part of the team implementing the GCIS Parliamentary Briefing Week in August, and assisted with voter education material during the elections in the province. Cape Town-based support was given to a number of projects mentioned elsewhere in this report, and the number of public enquiries received by the office increased significantly over the year.

Subdirectorate: International Liaison

This subdirectorate began in 1999 with only one deputy director, growing to include an additional deputy director, an assistant director and a principal communication officer by the close of the millennium. The year proved to be one of consolidation – servicing a diverse range of requests from government departments whilst at the same time comprehensively planning for the international challenges facing South Africa as we head towards the African Century.

Members of the subdirectorate have been involved in a range of projects, often in a leadership capacity. Among these are:

- Y2K
- National Human Rights Day
- Presidential Inauguration
- Jobs Summit implementation
- Defence Equipment Procurement Package
- President's United Nations Visit to address the UN and Investment Conference.
- SA-Sweden Week.
- Democratic Republic of Congo communication strategy.
- Commonwealth Heads of Government Meeting.

Project-based work during the year has been underpinned by an intense process of research and consensus-building in the Government, led by the GCIS, towards a Framework for an International Communication Strategy which was passed by the Cabinet during December 1999. As preparation for this approach, the GCIS, in consultation with the Presidency, the departments of Trade and Industry, Foreign Affairs, Environmental Affairs and Tourism, and Investment South Africa awarded Simeka TWS a tender to conduct baseline research into perceptions of South Africa with target audiences in eight key countries. The countries targeted in this seed research project were the United States of America, United Kingdom, Germany, Sweden, Japan, France, Singapore and the United Arab Emirates. More segmented market research needs to be done, as well as research into emerging markets. Together with the results of a survey into government departments' spending on international marketing, this resulted in the presentation and subsequent adoption by the Cabinet in December of an International Communication Strategy.

The key objective of the strategy is to provide a framework for a country marketing campaign for South Africa. During 2000 a dedicated project management team will be set up within the Government, comprising representatives from the departments of Foreign Affairs; Trade and Industry; Finance; Arts, Culture, Science and Technology; Sport and Recreation; Home Affairs, and Environmental Affairs and Tourism, the Presidency and the GCIS to design and manage a communication programme to implement the strategy.

GCIS seconded staff to assist the Department of Foreign Affairs with media liaison at CHOGM: Charl Manning and Farhana Paruk.

The Communication Centre at the GCIS.

The GCIS was actively involved in organising and planning of the inauguration of President Thabo Mbeki.

President Thabo Mbeki addressing thousands of people who braved the wet weather at the Jobs Summit Commemoration.

As the chief directorate moved over the year towards full strength, in particular at management level, it has been coming to grips with the growing demands for its services from government departments and the GCIS itself.

A more integrated style of work has given added value to the various functions the chief directorate performs: providing an information service to the Government and public; keeping the GCIS informed of the environment within which the Government is communicating; keeping abreast of developments relating to communication, information and media, and contributing to policy development within those fields.

Highlights of this activity include the rapid growth of the Government on-line web site; progress towards the establishment of a Media Development Agency (MDA), and the contribution made through research and monitoring to a range of government communication initiatives.

The chief directorate is in a strong position to meet the challenges of the coming year, including the following:
- Reflecting the rapid developments in Information and Communication Technologies (ICTs) in our policy development work, including that relating to the MDA
- Making the best use of ICTs to expand public access to government information and help make a reality of one-stop government information
- Maintaining progress towards the establishment of the MDA
- Enhancing GCIS contribution to strategising for government communication, through monitoring and research, including research to evaluate government communication products and services.

A. Directorate: Information Resource Management
Subdirectorate: Communication Centre

The centre monitors news and current affairs in all media, in order to keep the Government timeously informed of events that receive media coverage and the reported perceptions of these events. The Communication Centre renders its services and products seven days a week. Its main clients are the Presidency, Ministries, Premiers, national departments and, to a limited extent, local government.

Activities

During the year, the Government was continually informed of media reports that deserved urgent attention and reaction, in an effort to contribute to a more accountable and effective government. Amongst the events of national and international significance monitored were the June general elections, the President's inauguration, Y2K perceptions and the challenge of HIV/AIDS.

A number of ad hoc media monitoring reports were issued, on the following topics,
- Safety and Security issues
- HIV/AIDS
- Constitutional issues
- Macroeconomics
- Corruption in the Public Service
- Media briefings hosted by the GCIS
- Y2K perceptions
- Defence Equipment Procurement Package
- Media coverage of the President
- Media coverage of the Deputy President
- The debate on racism in the media
- Issues of interest to the South African Revenue Service

These reports were accompanied by newspaper clippings and summaries and/or transcriptions of electronic news inserts, which proved to be very popular with clients. The Communication Centre also reported on media coverage in preparation for the State of the Nation Address by the President as well as reactions to the speech afterwards. From April a weekly report monitored the media coverage of the preparations for the elections - the report was issued to clients in Home Affairs, National Intelligence Agency (NIA), Safety and Security, within the GCIS, the Independent Electoral Commission (IEC) and Constitutional Affairs. The frequency of the report increased in May as the elections drew closer. The media monitoring service provided support to events around the inauguration of the new President.

- Two regular reports were issued throughout the year. The Daily News and Actuality Report is a summary of television and radio news and actuality programmes of the past 24 hours as well as news on the Internet. The Diary of Government Activity, reflecting the activities of the Government, provincial premiers and other events of importance, was also issued daily.
- An average of 90 requests per month was handled for video and audiotape recordings and/or transcripts of electronic media coverage of important events.
- Requests for copies of newspaper reports on specific subjects were also received. Long-term requests for electronic coverage received during 1999 included, among others, coverage of the June elections and the President's inauguration, farm attacks and bus accidents.
- The Press Clipping Service monitored six daily and four weekly newspapers for issues relating to the line function of various government departments and Ministries. The service processed an average of 900 articles daily from print and electronic sources. Some of the articles were copied and distributed to more than 200 clients. Most clients received up to four reports per day (i.e. Daily News and Actuality Report, which has two editions). In addition to this, copies of newspaper reports of importance to the President, the National Assembly and four provincial governments were faxed to the relevant offices on a daily basis.

New initiatives

■ An investigation into the possibility of extending the scope of monitoring both internationally and locally is under way.

■ Monitoring of on-line and other Internet-based news services is becoming an increasingly significant part of the work of the centre.

■ Newspaper clippings are sent electronically to the Presidency. The possibility of doing this more widely is being investigated.

■ A drive to send the monitoring reports mainly via e-mail has brought considerable cost savings to the Communication Centre.

Subdirectorate:
Electronic Information Centre

The Electronic Information Resources Centre provides Internet services to the Government. This includes hosting, designing, and updating of web sites as well as giving professional advice on the development and maintenance of web sites.

Activities

During 1999 the work of the centre was mainly concerned with:

■ Managing, developing and updating the Government web site, *Government On-Line.*

■ Giving advice and support to government departments, provinces and other government institutions regarding Internet publishing. This included one or more of the following services, at no cost to the clients:
   ■ Hosting a web site on the GCIS Internet server.
   ■ Developing and/or maintaining web sites.
   ■ Advice regarding web site development

■ Managing, developing and updating the GCIS web site.

■ Collection of information and information resources for inclusion on the Government On-line and GCIS web sites.

■ Data input for the Government On-line web site.

The launch of *Government On-line*, on 28 January 1999, marked an important milestone in the development of the GCIS. *Government On-line* functions as a one-stop gateway where government information can be accessed from a single entry point. Development of the site included amongst other things, the following:

■ Approximately 370 government documents and 1 650 media releases/speeches from government role-players were added to *Government On-line* during 1999. At the end of 1999 the web site contained approximately 7 000 media releases/speeches from government role-players since 1994.

■ Improving the currency and comprehensiveness of the web site was a success. For example, the *Tender Bulletin* is now received electronically, which makes it possible to have it on the site already by 11:00 on Fridays. Documents and speeches are available on the site much quicker after release. This is mainly due to improved support from government departments in providing information to the GCIS, improved internal procedures as well as improved working relations with other GCIS sections.

■ The centre also began to identify and acquire government documents not yet on the government web site, and these are gradually being put on the site. The result will be that the government site will become a comprehensive source for government documents dating back to 1994.

■ An improved and more updated events section with links to important government and government-related links was developed and maintained. Pages were also developed for special events – including amongst, others things, the 1999 general elections, the presidential inauguration, President Thabo Mbeki's official visit to the United States of America (US) and the United Nations (UN) in relation to the US-SA '99 Business and Finance Forum, the Strategic Defence Procurement Package and the Anglo-Boer/South African War.

■ Inclusion of photographs of Ministers and Deputy Ministers.

■ Additional access methods to government contact information and biographical information on inaugural government role-players.

■ Live audio feeds of the presidential inaugural speech and the opening of Parliament.

■ The GCIS web server was moved to Cape Town during April 1999, where it is now functioning as part of the Openet structure.

■ User statistics were implemented from June 1999. This shows a general upward trend in the use of the site (the number of user sessions is understated due to the effects of the firewall and proxy server providing security for the site). The following table gives an indication of this.

User statistics for government site

	Hits	User sessions
June	116 121	1 100
July	183 803	1 004
August	112 163	1 141
September	125 076	1 273
October	141 459	1 452
November	164 707	1 583
December	201 491	1 127

Activities and development regarding the GCIS web site included:

- Implementing the GCIS site on 28 January 1999.
- Inclusion of GCIS vacancies simultaneously with advertisements in the media.
- Inclusion of the Training and Development Database.
- Inclusion of speeches made by the CEO and DCEO of the GCIS.
- Development of a page for *BuaNews On-line.* This page is now being tested and will be going live during February 2000.
- The inclusion of a search facility and a hit counter.
- User statistics were implemented from June 1999, and show a general upwards trend in the use of the site. The following table gives an indication of this.

User statistics for GCIS site

	Hits	User sessions
July	8 526	762
August	13 264	790
September	12 320	782
October	Not available	
November	16 455	781
December	9 420	722

The support regarding web site development that was rendered to other government departments and institutions during 1999 is indicated in the following table:

National departments

Client	Hosting	Development	Updating
1. Department of Public Service and Administration	Yes	No	Yes (not an official web site)
2. Department of Arts, Culture, Science and Technology:	Yes	Search facility	Updated initially, but department took over the responsibility
3. Department of Foreign Affairs	Yes	Commenced with development. Site to be launched in 2000	Yes
4. Department of Labour	Hosted initially, but department took over responsibility	No	Updated initially, but department took over the responsibility
5. Department of Welfare	Yes	No	Yes
6. Department of Health	Yes	No	Yes
7. Department of Environmental Affairs and Tourism	Yes	Yes	Yes
7.1. Sea Fisheries Institute	Yes	No	No
7.2. Marine and Coastal Management	Yes	No	No
8. Office of the Public Service Commission	Yes	No	Yes (not an official web site)
9. Department of Education	No	Advice	No

Provinces

Client	Hosting	Development	Updating
1.Eastern Cape Province	Yes	Partly	Yes
2.Northern Province	Will host information when site is developed	Provided advice and commenced with development. Site not yet launched	Will update after development
3.North-West Province	Hosting of speeches/ media releases	No	Speeches/media releases

Other government institutions

Client	Hosting	Development	Updating
1.Independent Complaints Directorate (ICD)	Yes	Yes	Yes
2.National Health Laboratory Services	Yes	Yes	Yes
3.State Library	Yes	No	Yes
4.Film and Publication Board	No	Yes	No
5.Secretariat for Safety and Security	Yes	No	Yes
6.Public Sector IT Policy Process	No	Advice	No

In addition to the above, the GCIS was approached by the following potential clients for support with web site development:

■ Project Management Services (PMS), State Expenditure, approached the GCIS for the development of the RDP site. A server for this site was provided to the GCIS by the PMS office. Development work will commence during January 2000.

■ Extensive liaison with the Government Printing Works (GPW) with regard to the electronic publication of the *Government Gazette* on the Government web site took place. Several tests were done to determine scanning quality. Discussions have also been held with the Department of Communications to help expedite the availability of the *Government Gazette* in an electronic format. Electronic availability of the *Government Gazette* will probably become a reality early in 2000

■ The Film and Publication Board, Department of Public Service and Administration, Office of the Public Service Commission and Eastern Cape Province approached the GCIS for redevelopment of their sites.

Challenges

■ Although the number of web clients has grown, a large number of government departments and parastatals do not have web sites. The challenge is to ensure that all government institutions have good Internet connections to promote dissemination of government information.

■ As the number of clients increases and the need to provide various web services to web clients grows, capacity will become crucial. The challenge will be to arrive at a situation where routine activities are taken up by web clients themselves, thereby freeing the GCIS web team to focus on critical web issues.

■ Internal arrangements to set up a Government Webmasters Forum which started in 1999 will need to be fast-tracked during the coming year to ensure better coordination of web activities within the Government.

■ Discussion around expanding the GCIS web site to include a variety of services currently not covered, needs to be taken forward during the forthcoming year. This way the GCIS site can become a marketing tool for GCIS services and products.

■ As the Government Information Centres (GICs) are established across the country, the GCIS web site can play a crucial role in ensuring that they have access to the information needed by the GICs and the communities they serve.

Subdirectorate: Information Centre

The Information Centre has the following main functions:
■ Rendering an enquiry service to internal as well as

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external clients. Frequently Asked Questions are compiled from these queries and this assists GCIS to identify community information needs.

■ Managing and administering the organisation's library to provide an information service to GCIS personnel. This includes identifying and acquiring information/documents relevant to the GCIS Information Centre, and cataloguing, classifying and indexing information sources/documents for retrieval purposes.

■ Production and distribution of value-added products like the South African Government Directory, Directory of Contacts, etc. These information resources provide useful contact information about government role-players.

Activities
■ About 9 000 enquiries were received during the year.
■ The following directories were updated and distributed to clients:
  ■ Directory of Government Contacts
  ■ SA Government Directory
  ■ Media Directory
  ■ Guide to South African Government Departments
  ■ Profile of South African Government Role-players Directory of Contacts.
■ The library subscribes to 16 daily and weekly newspaper titles and 44 journals which are distributed to internal clients. A stocktaking was conducted to identify gaps within the collection, and a thesaurus was compiled and implemented. Books bought were mostly on communication, socio-political aspects, management and public relations. The purchase was done partly on the selection/input made by clients and partly on library staff's selection.

B. Directorate: Policy
The directorate was established with the appointment of a director in July 1999, and the filling of seven of its eight posts by January 2000. This has considerably enhanced its capacity to fulfil its mandate of policy development and monitoring, within the fields of media, communica-

tion and information policy in particular, and government policy in general.

Activities
1. Establishing a Media Development Agency (MDA)
The Cabinet, following a Comtask recommendation, has charged the GCIS with the responsibility of setting up an independent agency that will enhance media development and diversity in South Africa. The aim is to address the imbalance that still persists regarding the ownership and control of media enterprises, and access to the media by as full a range of interests and opinion as possible.

It is envisaged that the agency will pursue these objectives through support for media enterprises that address the information needs of hitherto marginalised sections of society, and engage on an ongoing basis with key stakeholders around issues of media development and diversity.

The process towards establishing an MDA involves extensive research and wide consultation concerning amongst other things its mandate, legal status, sources of funding and criteria for support. Key stakeholders include current media funders, regulators including the independent Broadcasting Authority (IBA), South African Telecommunications Regulatory Authority (Satra), the Human Rights Commission, Competitions Commission, Universal Service Agency, National Community Media Forum, media houses which form part of Print Media SA, SA National Editors Forum, National Association of Broadcasters and media trade unions.

Steps along the path towards the establishment of the MDA include the following:
■ Formulation of a Discussion Document, through wide consultation within and outside the Government, which identifies the key issues that need to be addressed in order to lay the basis for the establishment of an MDA.
■ Achievement of consensus within the Government,

through an Interdepartmental Committee, around the broad principles underlying the MDA.
■ Establishment of significant lines of communication with key stakeholders within the media and communications industry, including regulators.
■ Formation of an Interim Media Funders Forum (IMFF) to achieve coherence in media funding until the MDA is established.
■ Completion of a comprehensive database of ownership and control within the mass media in South Africa.
■ Completion of a study of all legislation that may have an impact on the MDA.

2. Monitoring government policy
The directorate helps keep the GCIS informed of the development and implementation of government policy from a communications perspective. It works closely with the Policy Coordination and Advisory Services (PCAS) in the Office of the Presidency.

As part of this work the directorate was involved in the collation of information from government departments in preparation for the President's State of the Nation Address to Parliament in February.

Developments around the Open Democracy Bill (now Promotion of Access to Information Act) and the Administrative Justice Bill were monitored for their implications for the work of the GCIS.

3. Participation in and monitoring of policy processes which impact on the media, communications and information environment
The directorate participates in and monitors policy initiatives that have a bearing on the media, communications and information environment. During the past year this has included participation in the following processes:
■ e-commerce Policy process, led by the Department of Communications.
■ Public Sector IT Policy process, led by the Department

of Public Service Administration.

■ The SA IT Industrial Strategy Project, led by the Department of Trade and Industry.

Developments within the broadcast and telecommunications industry have also been monitored.

Key challenges

■ Complete research for the MDA, including a comparative analysis of support mechanisms around the world and a financial model for the MDA(including sources of funding, and criteria for offering support).
■ Achieve consensus amongst all stakeholders and public support on the establishment of the MDA.
■ Submit legislation to Parliament on the establishment of the MDA.
■ Establish a system for monitoring developments within the media, communications and information environment, nationally and globally.
■ Continued participation in the policy process that affects the media, communications and information environment.
■ Working with other government departments to promote coherence in the Government's policies concerning media, communications and information.

C. Directorate: Research

The directorate's activities are mainly in support of the determination of the information and communication needs of the Government and the public.

Both quantitative and qualitative research was conducted. In the case of studies that were not extensive, quantitative research was conducted by personnel of the directorate. Qualitative and extensive quantitative studies were contracted out.

Activities

The main research activities included determination of information and development needs among the population country-wide, the conducting of communication/climate and staff/skills audits, readership studies, taking part in multi-purpose surveys, the evaluation of products/services/events/courses, the compilation of demographic analyses, rendering of professional research advice, the establishment of a questionnaire database and the forming of partnerships with the private sector and other government role-players in the conducting of extensive research.

Highlights of 1999 include the following (client in brackets, where not GCIS):

1. Assessing the communication environment for government communication initiatives and campaigns

■ Including relevant questions in syndicated surveys on Y2K (Provincial & Local Government); HIV/AIDS (Health); government performance (published by HSRC)
■ Pre-testing advertisements (for radio and television) re the process of registration before the 1999 elections
■ Determining public perceptions of the Department of Defence (still in progress) (Department of Defence)
■ Determination of perceptions regarding the payment of witness fees (Department of Justice)
■ Following a request to the GCIS by the Inter-Ministerial Committee on HIV/AIDS to assist in the development of a renewed communication campaign, the directorate, as part of an extensive research process, compiled a report on available communication-related research; included relevant questions in a syndicated survey and started working on two qualitative research projects
■ Assessing the communication environment for the State of the Nation Address.

2. Determining information and communication needs (outside the GCIS)

■ Conducting an extensive, qualitative survey country-wide to identify the need for government information amongst the South African population

■ Assistance with a survey conducted internationally to determine international perceptions of South Africa to serve as input in planning for the international marketing campaign
■ An audit regarding the competencies and training needs of government communicators at national, provincial and local government level was conducted on request of the Chief Director: National Training Board.

3. Research contributing to GCIS internal processes

■ An evaluation of GCIS Open Days organised by the Directorate: Project Management
■ A skills/competency audit amongst the GCIS staff
■ Evaluation of the GCIS *Bosberaad*
■ Evaluation of the Government Communicators Consultative Conference III
■ Evaluation of a course in Project Management
■ Evaluating a conference in the Western Cape on Multi-purpose Community Centres (MPCCs)
■ Documentary research on MPCCs.

4. Communication and/or climate audits

Internal communication audits and/or climate audits were conducted on behalf of the following clients:
■ GCIS
■ Office of the Premier, Northern Province.

Challenges

■ To develop and implement appropriate instruments and processes to assess and evaluate on an ongoing basis the impact of the work of the GCIS
■ To establish a vehicle for the efficient and cost-effective bulk-buying of research for the Government instead of the current piecemeal purchasing
■ To expand involvement and establishment of research partnerships
■ To further develop the ability of the directorate to provide a professional and efficient research service.

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government & media liaison
policy & research policy & research policy & research

c o r p o r a t e   s e r v i c e s

n a t i o n a l   t r a i n i n g   b o a r d

GCIS reception is a hive of activity.

p r o v i n c i a l   &   l o c a l   l i a i s o n

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GCIS photocopy services.

The GCIS produces video material on behalf of various government departments.

Logistics form an integral part of the Directorate: Financial Management.

The chief directorate's major activities for the year relate to the Multi-purpose Community Centre (MPCC) project, which sees the GCIS working with approximately 25 partners from government departments and parastatals in an Intersectoral Steering Committee (ISSC).

The project has been described by the Minister of Public Service and Administration as an expression of the Government's *Batho Pele* (People First) programme.

The approach has been to establish MPCCs within which Government Information Centres (GICs) and several other government departments are located.

The GCIS's first MPCC, in the Eastern Cape village of Tombo, was launched by the Minister of Public Works and the CEO of the GCIS in December 1999. Additional MPCCs will be launched in Kgautswane (Northern Province) and Worcester (Western Cape) before the end of the 1999/2000 financial year while the GCIS plans to launch another 20 in the coming financial year.

The MPCCs are a critical component in the GCIS programme for building an integrated, transparent, accountable, inclusive and community participative government communication and information service.

Other key activities include:
■ The establishment and organisational development of the Provincial and Local Liaison function into full operational status.
■ The adequate accommodating and equipping of staff, to enable them to carry out the chief directorate's mandate and objectives.
■ Networking with national, provincial and local government and non-governmental structures as well as other stakeholders, particularly traditional leaders.
■ Networking with the print and electronic media, especially within communities.

Good progress has been made in achieving other priorities, such as building partnerships between the GCIS and the nine Provincial Communication Directorates, which have all agreed to a Memorandum of Understanding (MOU) in terms of the Comtask recommendations. Regular meetings are held between the GCIS Secretariat and the Provincial Communication Directors to discuss areas of common strategic operation.

The GCIS also conducted an audit of all GICs, resulting in the downsizing of most premises as well as recommendations for the relocation of some of them to a more accessible, visible and user-friendly location.

All GICs have also been mandated to identify prospective sites for MPCCs in the various District Council/ Regional Council areas of the province, where integrated service delivery points can be established. A staff member from the provincial GIC will be relocated to these sites.

The chief directorate has participated in a number of campaigns on key national issues, such as the National Integrity Strategy, Youth Policy 2000, the Demarcation process, Job Creation and the Anniversary of the Job Summit. Staff members were also involved in commemorations of the Anglo-Boer/South African War, the general election, inauguration of Premiers and the swearing-in of Members of the Executive Committees.

Staff members attended a number of conferences on the development of MPCCs, hosted by the Government, civil society and the private sector.

Several staff members participated in training programmes designed to enhance their ability to meet the requirements of development communication. These included courses on project management, gender equality, change management, strategic communication, public relations and community practice, computer technology and formulation of communication strategies.

In addition, the chief directorate provided a regionally-based media clipping service for the GCIS and other government departments, as well as for provincial Premiers.

The GCIS provincial offices were actively involved in facilitating the distribution of many government publications. Foremost amongst these were the State of the Nation Address of the President and the President's speech on the occasion of the opening of Parliament.

A project management approach to development communication and the institutionalisation of MPCCs was implemented through a partnership with the Department of Communications.

GCIS's Provincial and Local Liaison team.

Opening of Tombo Multi-purpose Community Centre in the Eastern Cape

GCIS Interdepartmental Consultative Conference: Dr Sefora Masia, Chief Director: Provincial & Local Liaison

Tombo MPCC launch festivities

Contract post

In 1999 a contract post was created in the GCIS to facilitate the establishment of national training infrastructure for government communicators, in line with the Comtask recommendations.

Five objectives were set:
- Development of a curriculum for government communicators
- Development of a database of training service providers
- Establishment of the necessary infrastructure in terms of training legislation
- Developing long-term capacity to manage government communication training
- Fund-raising for communication training

1. Development of a curriculum for government communicators

A series of new courses has been piloted by the GCIS during the contract period and are now in place. These include:
- communication strategy skills
- understanding the new communication paradigm
- new media skills for government communicators
- community liaison and PR for government communicators.

All the abovementioned courses are pending certification by the Interim Government Communication Training Council, which should take place during 2000.

2. Development of a list of training service providers

The first phase of this project was completed in May 1999, and an updated database was produced in September 1999. The database is available, with a searchable facility, on the GCIS web site. Government communicators around the country can now access and search for training service providers to suit their needs, and access the course outlines of the new courses listed above.

3. Establishment of a Government Communicators' Training Board

Two structures have been established, in line with the new legislative framework for training and development:
- A standards-generating body for government communication, which has been approved by the South African Qualifications Authority's National Standards Body for Communications and Language Studies. The composition of the body is due to be gazetted before the end of the year.
- A quality-assurance body for government communication, called the Interim Government Communications Training Council. The Council has met several times since its formation and is playing a crucial role in determining and assessing the content of the courses outlined above.

4. Development of capacity to manage the training infrastructure

Three new posts have been created in the new GCIS structure to ensure continuity:
- A head (director level) of training services, to provide overall management of training provision for government departments.
- A coordinator (deputy director level) for training programmes, who will develop training strategies and programmes for clients, liaise with service providers, maintain the database of service providers and coordinate practical arrangements for training programmes.
- A coordinator (deputy director level) for training infrastructure, who will develop strategic plans for existing and prospective training infrastructure, coordinate the standard-setting and quality-assurance processes, and participate in the Public Service SETA.

5. Fund-raising

A favourable response has been received from several funders, and the Commonwealth Secretariat and the UN Development Programme allocated R250 000 to a series of pilot training programmes which was run in four provinces. There is a possibility of funding from these and other donors, which are being explored. The Department of Finance and the SA Management Development Institute (SAMDI) are seen as partners in future fund-raising efforts.

Other activities

Several other objectives outside the initial brief of the National Training Board project were identified during the course of the initiative, and were achieved. Some of these are:
- A national skills audit was conducted in all three spheres of government, providing the first comprehensive assessment of short and medium-term training needs across government.
- Input was made into the internal training processes at the GCIS, for example through the Competencies Subcommittee of the GCIS Transformation Council.
- Discussion has begun around the formation of a professional association for government communicators.
- Contact has been made with government communication training initiatives around the globe.
- Preparatory work has been done on the development of a training plan for GCIS Multi-purpose Community Centres (MPCCs), covering the training needs of their 'governing bodies', community stakeholder committees and staff.
- Meaningful contact has been made with SAMDI in the Department of Public Service around:
  a) the possible incorporation of some of the GCIS initiatives (for example some of its new training courses) into the activities of SAMDI,
  b) sharing information and experiences with SAMDI (for example GCIS experience in establishing its database and establishing its quality-assurance bodies),
  c) assisting with the development of communication management modules for inclusion in SAMDI's management training courses.

b u d g e t

The GCIS was allocated R48, 180 million for the 1999/2000 financial year, which represented an increase of R1, 357 million (2,90%) compared with the budget of the 1998/9 financial year.

Roll-over funds of R6,220 million were approved by the Department of State Expenditure for the 1999/2000 financial year.

The GCIS inherited the initially approved budget of the SACS. These funds were not sufficient to cover the goals and objectives of the GCIS. The Cabinet was approached and approved an additional amount of R1,2 million to cover the deficit. This additional amount will be utilised for expenditure related to Information Technology.

Improvement of conditions of service for the 1999/2000 financial year amounts to approximately R936 000.

Taking all of the abovementioned into account, the GCIS's total budget for the 1999/2000 financial year amounted to R56,536 million.

The financial structure of the GCIS is made up of four programmes. The 1999/2000 budget was divided among these programmes as illustrated:

Programme 1 - Administration: R15 688 000

Programme 2 - Policy and Research: R 11 163 000

Programme 3 - Media Liaison and CSA: R19 680 000

Programme 4 - National, Provincial and Local Liaison: R10 005 000

TOTAL: R 56 536 000

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