

corporate strategy

(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 OUT-SOURCING 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.