

chief directorate

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 letter-heads, 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 Development 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.
- A document 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 sub-directorates 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.