

Part 3

Programme performance





Programme 1: Administration

Aim

Administration provides for the overall management of GCIS. It accommodates the costs of senior management and members of the Secretariat. It also comprises components dealing with human resource and financial management, as well as other support services.

MAIN HIGHLIGHTS FOR THE YEAR UNDER REVIEW APPEAR IN THE TABLE BELOW:

1. Subprogramme: Project Desk (PD)

Original Targets set in the Medium-Term Expenditure Estimate			Report against Targets
Subprogramme	Output	Service-Delivery Indicators	Status
PD	Alignment of GCIS resource capacity to the Government Communication Programme (GCP)	All teams nominated, functioning well and briefed about the GCP	GCP 2002 teams were nominated and briefed about the GCP themes for 2002
		GCP 2003 portfolio of projects approved	GCP 2003 was developed and the Government Communicators Forum briefed on GCP 2003
	Improve project management capacity in GCIS	Officials trained, and improved skills levels in Project Management (PM) achieved	A total of 100 officials based at Midtown and Regional Offices respectively were trained in both theory and MS Project
	Establish subproject offices in all the five Chief Directorates	Officials equipped with administrative, co-ordination and, planning skills	Subproject offices are to be established in the 2003/04 financial year (the delay was caused by the restructuring processes taking place in GCIS during the 2002/03 financial year)
	Improve PM systems and procedures in GCIS	Service-provider commissioned with clear terms of reference to conduct the survey and report submitted to PD	Completed – gaps identified in the survey report to be addressed during 2003/04
	Securing cluster co-operation and departmental buy-in on GCP	Cluster strategies developed by 31 March 2002, presented to DGs clusters by 31 April, and to Cabinet Committees by 31 May	PD facilitated the development of the five cluster communication strategies and presented them to both FOSAD Clusters and Cabinet Committees

2. Subprogramme: Human Resources (HR)

During the period under review, the Directorate: HR continued to provide a support service to the organisation with respect to the:

- implementation of new Public Service Regulations
- management of the bursary budget and ensuring that training was in line with departmental needs
- production of all internal communication publications and distribution and maintenance of communication culture
- dealing with HIV/AIDS, gender, disability issues and providing employee assistance
- provision of information services to both internal and external clients.

The following subdirectorates provided this support service:

- Special Programmes
- Human Resource Development and Training
- Internal Communication
- Human Resource Management
- Information Centre.

The following services were provided by each of the Subdirectorates:

2.1 Special Programmes

- ensuring that an HIV/AIDS awareness programme was in place
- providing ongoing information and education programmes about HIV/AIDS to the GCIS and the GIC staff through
 - ▲ information sessions
 - ▲ guest speakers
 - ▲ distribution of government-issued condoms to staff
 - ▲ liaising with the GCIS library to ensure staff had access to reading material on HIV/AIDS.
- ensuring implementation of programmes on other issues of concern to staff through:
 - ▲ training/information sharing/workshops on various aspects that affect the well-being of staff
 - ▲ continued training efforts and information sharing ses-

sions to all staff: financial planning, insurance, child maintenance and abuse, wills, purchase of property, retirement planning etc.

- ▲ creating awareness around gender and disability issues.

2.2 Human Resource Development and Training

The Subdirectorate was responsible for:

- managing the organisation's bursary budget and ensuring that training is provided within the framework and is according to the requirements of the South African Qualifications Authority (SAQA)
- participating in SAQA structures: the Standards Generating Bodies, the National Standards Body, the Education and Training Quality Assurance bodies and Sector Education and Training Authorities (SETAs)
- marketing, directing and facilitating in-house impact-directed training
- networking and benchmarking with training sections in the parastatals and private sector so as to learn their 'best practice'
- developing training policies and strategies
- developing career plans for each employee in the GCIS
- managing and co-ordinating the intake of interns in the organisation
- developing Workplace Skills Plans in accordance with the Public Service SETA guidelines.

2.3 Internal Communication

The Subdirectorate was responsible for:

- maintaining effective internal communication in the organisation
- maintaining a communication-orientated culture in GCIS
- facilitating two-way communication in the organisation
- staging special events/presentations and social functions.

2.4 Human Resource Management

The Subdirectorate was responsible for:

- managing the recruitment and selection process
- developing the HR plan and strategy

- managing the existing personnel to ensure increased performance and stability
- implementing the new Public Service Regulations and all resolutions of the Public Service Co-ordination Bargaining Council
- managing the conditions of service of all staff members
- handling labour relations issues
- implementing the new performance management system.

2.5 Information Centre

The Information Centre programme consists of the following sub-divisions:

- Directories
- Call Centre
- Library.

2.5.1 Directories

The unit compiled, updated and made directories available in print and electronically. The unit is responsible for the:

- *South African Government Directories*
- *Directory of Contacts*
- *Media Directories*
- *Profile.*

2.5.2 Call Centre

The Centre rendered an effective enquiry service by analysing enquiry trends, based on statistics per client and subject and grouped into different clusters or subjects according to types of questions (Economic Cluster; Social Cluster; International Relations Cluster; Justice, Crime Prevention and Security Cluster; and the Governance and Administration Cluster. Other groupings include general issues and speeches by Cabinet Ministers.

2.5.3 Library

The library addressed the needs of internal and external clients by purchasing and subscribing to hard copy and online information sources. The library management functions are electronically

operated through the INMAGIC system. Website software was acquired to give users electronic access to the library catalogue from their own workstations or the central one in the library.

3. Office of the Chief Financial Officer

Subprogramme: Finance, Logistics and Auxilliary Services

Main highlights for the year:

An amount of R153 728 000 was allocated to GCIS in the financial year under review. R50 million was allocated to the International Marketing Council (IMC), R3 000 000 to the Media Development and Diversity Agency (MDDA) and GCIS remained with R100 728 000 of which R48 945 000 was for operational purposes. 51,3% of the operational funds were directly utilised for communicating with the public through road shows, production material for distribution, *Imbizo* programmes, Multi-Purpose Community Centre (MPCC) launches, trips by Communication Officers in rural areas and translation services. The remaining percentage was used for indirect servicing of communication programmes. 86% of the IMC's budget was utilised for foreign marketing of South Africa through advertisements.

Following GCIS' submission to National Treasury regarding the personnel budget deficit, funds were allocated to offset the personnel shortfall. GCIS is therefore happy to report to the Committee that 77% of the posts have been filled. Unfortunately, the filling of the posts has taken slightly longer than originally envisaged because of the current restructuring process to which all departments have to adhere. GCIS therefore plans to fill the remaining vacancies during this new financial year as we proceed to launch more MPCCs.

Lastly, in line with the requirements of the Public Finance Management Act, 1999 and Treasury Regulations, GCIS has developed its own financial policies. These policies have structured financial procedures in such a manner that they ensure proper accountability and flexibility to allow the line-function work of communication to proceed without unnecessary hindrances.

4. Subprogramme: Internal Audit

The unit co-ordinated an annual review of the risk assessment strategy with management in the department. The strategy was used in updating the unit's three-year strategic plan and to develop its annual operational plan. In terms of the annual plan, 12 of the 13 auditable areas identified have been audited. By 22 May 2003, all audit reports on the 12 audit projects identified had been presented to senior management and the Audit Committee.

5. Subprogramme: Information Management and Technology

The Subprogramme was responsible for:

- improving the performance of the Wide Area Network (WAN) by replacing the old network equipment with the latest available technology. The new equipment provides improved security, network management and support capability and is capable of voice-over data communication. Procurement and project management were done through the State Information Technology Agency (SITA).
- improving the regional Information Technology (IT) infrastructure by replacing all the main servers in the Regional Offices with the latest low-end servers. This has resulted in significant improvement in the IT resources in the Regional Offices, with more hard-drive space available for local storage, additional memory and processor speed for improved performance of the e-mail systems. Procurement of the equipment was done through government contracts.
- improving IT security by
 - ▲ installing appliances to enhance perimeter security
 - ▲ installing and upgrading software to reduce Internet and e-mail threats
 - ▲ maintaining software licensing agreements
 - ▲ improving the main server room and installing new uninterrupted power supply and air-conditioning equipment.
 - ▲ improving information systems for the
 - *Indibano*: The Subprogramme developed and

improved a management-reporting tool for monthly reporting on the strategic elements of GCIS' business plans

- PD Intranet: It developed a knowledge and document management system for the PD. This system will serve as a weekly reporting tool for projects and a document repository for information relating to current and previous projects.
- service-providers: The Subprogramme developed a database to store and maintain information about the different GCIS service-providers.
- undertaking two major development projects with SITA:
 - ▲ Online Directories: A system to make contact information for government departments and agencies available electronically on the web was introduced
 - ▲ media system: It allows for the capturing and indexing of news clippings and the generation of reports.
- making available IT services within GCIS by
 - ▲ continued business agreements and Service Level Agreements with SITA
 - ▲ maintaining desktop and server software license agreements
 - ▲ continuing with hardware and software repairs and maintenance contracts for desktops, servers, peripherals and WAN equipment
 - ▲ managing and using the organisation's Electronic Information Resources (EIR), through development, maintenance and hosting of the Government Online and GCIS websites, as well as providing web services of various kinds to government, national and provincial, as follows:

Subprogramme: Information Management and Technology

	Report against Targets			
	Subprogramme	Output	Service-Delivery Indicators	Status
	Electronic Information Resource (EIR)	<p>Raising the standard of government communication</p> <p>Improving information delivery by means of the Government Online and GCIS websites</p>	<p>Improved government website presence</p> <p>Improved comprehensiveness and accessibility of government information on the Internet</p> <p>Improved GCIS communication and information dissemination</p>	<p>Provided support to government departments and provinces through</p> <ul style="list-style-type: none"> ■ evaluating/auditing two websites ■ maintaining and updating eight websites ■ hosting 18 websites ■ providing advice and support to nine government institutions ■ developing a website for the African Union <p>A decision that GCIS will no longer develop or redesign websites for government institutions was implemented. All requests were referred to SITA.</p> <p>Maintained and improved the Government Online website:</p> <ul style="list-style-type: none"> ■ approximately 1 044 new documents, 4 563 speeches and statements, 400 government and national events, special days, press conferences and conferences were added to the site (until March 24) ■ expanded Key Issues to also include issues such as the Government Programme of Action, Moral Regeneration and Budget 2003 ■ expanded Frequently Asked Questions to include additional topics ■ added additional document categories to provide access to additional documents available on other government websites ■ developed and implemented an e-newsletter and a mailing list for speeches and press statements. The newsletter was distributed daily. Subscribers increased from 253 in October 2002 to 1 118 during February 2003 ■ usage statistics: total page views for the Government Online website were 1 814 276 until February 28 (compared to 1 483 801 the previous year). <p>Developed and maintained the GCIS website:</p> <ul style="list-style-type: none"> ■ redesigned and redeveloped the GCIS website ■ redeveloped the BuaNews website ■ developed and started to implement an internal policy for the updating and maintenance of the GCIS website ■ usage statistics: total page views for the GCIS website were 205 144 – until February 28 (compared to 154 020 the previous year). <p>Developed and implemented e-newsletters and mailing lists for BuaNews</p>
			Improved access to government contact information	Implemented a database and search facility for GCIS <i>Contact Directories</i> and <i>Profile</i> . This allows for interactive updating of this information on the GCIS and Government Online websites, as well as for scoped searches on contact information and profiles
			Continuous monitoring of website usage	Implemented a new programme to monitor website usage for websites hosted on the GCIS' web server. The programme allows for continuous monitoring of website usage

Programme 2: Policy and Research

Aim

The Programme keeps GCIS informed of the environment within which government is communicating through monitoring trends. It enables GCIS to stay abreast of developments relating to communication, information and the media, including in the Southern African Development Community (SADC) as well as trends relating to the development and implementation of government policy. Having managed the policy process towards the establishment of the Media Development and Diversity Agency (MDDA), it continues to render support to the Agency.

Policy monitors and develops media, communication and information policies, while monitoring the development and implementation of government policy as a whole from a communication perspective. It also carries out GCIS responsibilities towards the MDDA and SADC.

Original Targets set in the Medium-Term Expenditure Estimate				Report against Targets
	Subprogramme	Output	Service-Delivery Indicators	Status
	Management	Strategies for communication	Number and quality of communication strategies produced	Communication strategies were developed in the context of campaign project teams and clusters, as well as for departments when requested
	Policy	Establishment of the MDDA	MDDA established and functioning	MDDA established in October 2002
	Research	Communication research advice service to government	Usage of GCIS communication research advice for effective and improved communication	Input for the Cabinet <i>Lekgotla</i> and a research presentation at the Government Communicators Forum were done. Post <i>Imbizo</i> research results were presented to the <i>Imbizo</i> Co-ordination Team



Research assesses the information and communication needs of government and the public and evaluates government's communication initiatives and products.

MAIN HIGHLIGHTS FOR THE YEAR UNDER REVIEW:

- Policy supported the legislative process, which culminated in the passing of the MDDA Act in June 2002 and then contributed to the MDDA becoming operational after the appointment of the Board by the President in December 2002.
- It co-ordinated the establishment of the SADC Media Awards National Adjudication Committee Task Team.
- The Research Programme oversaw the baseline survey on the advertising and marketing industry for input into the Parliamentary Hearings on the subject in November 2002. It implemented the Tracker research mechanism for continuous assessment of the communication environment and evaluation of the reach and impact of government communication efforts. It managed post-Presidential *Imbizo* research.
- Media monitoring and analysis were done on, among others, major communication events such as the State of the Nation Address and Parliamentary Briefing Week, the Budget Speech, the World Summit on Sustainable Development as well as on a regular basis for the GCIS Secretariat, and for pre-Cabinet and Cluster meetings.
- Policy assisted the Communication Resource Centre in establishing its processes and for reporting on the international media environment.



Programme 3: Government and Media Liaison

Aim

Government and Media Liaison aims to ensure comprehensive and coherent liaison between the mass media and government by supporting government communicator's Clusters, convening co-ordination forums and building the communication capacity of government departments. There are four subprogrammes:

National Liaison ensures that national departments develop subsidiary communication strategies in line with the national communication strategy adopted by Cabinet each year, and monitors the implementation of those strategies. It also provides support for the operation of the communicators Clusters.

International and Media Liaison provides media liaison services on behalf of government, both inside the country and

internationally, and maintains working relations with various media institutions. It co-ordinates international communication in collaboration with other stakeholders.

The **News Service** provides development information to community and mainstream media.

Client Training Services co-ordinates training services to government communicators at national and provincial levels and aims to extend this to local government level.

MAIN HIGHLIGHTS FOR THE YEAR UNDER REVIEW:

The programme was responsible for:

- ensuring that all Cluster strategies were completed in time, submitted to DG Clusters for ratification and presented to

Cabinet Committees for approval. The implementation process was also monitored.

- convening government communicators' co-ordinating forums, including the Government Communicators Forum (GCF), which was held four times, pre-Cabinet meetings, held twice a month as well as monthly meetings of the GCIS Secretariat and provincial Heads of Communication. Regular meetings were also hosted for Media Liaison Officers (MLOs).
- launching the Presidential Press Corps
- enhancing the operations of BuaNews towards becoming a fully-fledged government news agency
- developing unit standards for training in government communication
- conducting a number of briefings with the media for Ministerial Clusters as well as for individual departments.

Original Targets set in the Medium-Term Expenditure Estimate			Report against Targets
Subprogramme	Output	Service-Delivery Indicators	Status
Management	Strategic support to government communication Clusters.	Cluster communicator meetings mirroring the Interministerial Cabinet Committee Clusters	<ul style="list-style-type: none"> ■ Facilitated meetings of communication clusters ■ Attended meetings of the IRPS DG Cluster and negotiated attendance of Cabinet committee meetings by Heads of Communication Clusters
National Liaison	Co-ordinated communication	Convene co-ordination forums	Convened four GCF meetings, monthly meetings between Provincial Heads of Communication with GCIS Secretariat, pre-Cabinet meetings twice a month as well as regular MLO forums
	Information and planning are achieved in a comprehensive and coherent fashion	A managed electronic calendar of government communication and the GCF web page	Regular updating of electronic calendar including the Intranet and Extranet
	Publication of information/analysis	Publication of <i>Bua Magazine</i>	The Magazine was produced quarterly
International and Media Liaison	The provision of effective communication capacity to foreign missions	Effective, dedicated and trained information officers in foreign missions	Facilitated appointment of country managers based in missions in key countries. Managers were appointed in the United Kingdom and United States

Annual report

Subprogramme	Output	Service-Delivery Indicators	Status
	The provision of media liaison services on behalf of government, in co-operation with departments and Ministries	Effective and timeous media liaison	Services were regularly provided as requested
	Information briefings	Successful briefing weeks at opening of Parliament Post-Cabinet briefing	Media briefing weeks in February after State of the Nation Address as well as in July after the second Cabinet <i>Lekgotla</i>
News Service	An electronic calendar of public events in government	A daily reading and writing facility for government communication leadership	Regular updating of the electronic calendar
	News dissemination	Number of users on the daily on-line service	Grown BuaNews into a credible government news source
Client Training Services	Co-ordination of training of government communication officers	Liaison with training service-providers on issues of training throughout the year	Catalogued training service-providers to be accessed by communicators
	Unit standards for training in government communication	Acceptance of unit standards by government communicators and other stakeholders	The development of standards in conjunction with South African Qualifications Authority has been completed

Programme 4: Provincial and Local Liaison



Aim

Provincial and Local Liaison (PLL) supports the provision of a development communication and information service to the public. It co-ordinates the Multi-Purpose Community Centre (MPCC) programme through the establishment of community centres countrywide. It promotes communication partnerships between all spheres of government and with traditional leaders, parastatals, non-governmental organisations (NGOs), community-based organisations (CBOs) etc. It establishes Government Information Centres (GICs), sets up information distribution networks and identifies community information needs.

MAIN HIGHLIGHTS OF THE YEAR UNDER REVIEW:

- PLL was restructured to have three subprogrammes,

namely Administration Support, Institutional Development and Local Liaison and Information Management.

- Thirty new staff have been appointed and trained as grassroots development communication workers. Several GCIS personnel have been relocated to MPCCs and district offices to extend the reach of communication especially to rural areas. This realignment has gone hand-in-hand with extensive training, including the development of a comprehensive *Development Communication Manual*.
- Four pilot workshops were hosted at operational MPCCs with the Department of Trade and Industry (DTI) to assess the type of economic services, which the DTI

and other relevant agencies can offer through MPCCs. This programme is to be rolled out in 10 centres during 2003/04.

- The National Intersectoral Steering Committee on MPCCs joined forces to host an exhibition on the MPCC Programme at the World Summit on Sustainable Development. The exhibition showcased the Programme's achievements countrywide and gave international visitors an insight into efforts on the part of the South African Government to promote integrated service delivery, the use of technology for development and access in rural areas.

- Regional Offices countrywide mobilised communities to sign the pledge on No Violence Against Women and Children. Deputy President Jacob Zuma launched the Government's one-stop centre in Diepsloot, established in response to the need for a formal presence in a communi-

ty where the incidence of violence against women and children had been acute.

- The local liaison programme tailored products to meet the needs of people with disabilities. GCIS Regional Offices have forged partnerships with disability groups and used

drama, sign language, tape aids and Braille as communication methodology.

- Progress has been made in setting up a comprehensive Ward Information Management System.

Original Targets set in the Medium-Term Expenditure Estimate			Report against Targets
Subprogramme	Output	Service-Delivery Indicators	Status
Management	Establish GICs	Number of information centres	<p>Since 1999, 64 GICs have been established of which 36 are in MPCCs. The 28 remaining are in District Municipalities and in premises where MPCCs have not been established. In some cases, there are more than one GIC in a district.</p> <ul style="list-style-type: none"> ■ In the 2002/03 financial year, 35 GICs and 15 satellite GICs were established in districts where there are more than one municipality ■ Several government information points of presence in districts were also established
	Capacity-building	Number of staff trained	<ul style="list-style-type: none"> ■ 70 staff, mainly from the nine regional offices and GICs were trained in development communication, networking, media and community liaison ■ Project Desk arranged training for 76 Senior Communication Officers and managers in Project Management and 18 of those were trained in Microsoft Project 2000 ■ All staff participated in various training programmes facilitated by the Human Resource Development Subdirector

Subprogramme	Output	Service-Delivery Indicators	Status
	Establish MPCCs	Number of MPCCs	<ul style="list-style-type: none"> ■ 17 of the 25 MPCCs, which were targeted, have been established. Progress has been made towards the establishment of eight in 2003/04 ■ More than 300 services from all spheres of government have been delivered to communities where they have not existed before through the MPCC Programme ■ An MPCC evaluation workshop was held
Liaison	Rural networks for distribution of communication material	Number of networks at community centres	<ul style="list-style-type: none"> ■ A database of more than 4 000 community-based distribution points has been identified countrywide, mostly at ward level ■ A database of local networks is in place at each GIC ■ A profile of CBOs, NGOs, community media groups, organisations of disability groups, women and youth structures, business, etc. is in place ■ A comprehensive database of information needs of communities at ward level is in place
	Development communication partnerships	Regular meetings with communication structures at national, provincial and local levels	<ul style="list-style-type: none"> ■ Meetings were held with provincial Heads of Communication every three months to promote coherence and integration around communication issues ■ Monthly meetings of Provincial Communication Forums attended by GCIS regional managers ■ Progress made in Eastern Cape, Limpopo and Free State in setting up district communication forums to be extended to other regions in the 2003/04 financial year ■ A landmark first conference of local government communicators, representing the majority of municipalities in South Africa, was hosted by the South African Local Government Association (SALGA) with the support of GCIS ■ A committee focusing on the communication needs of local government and the resolutions of the June 2002 conference was set up by SALGA and has been meeting monthly.
	Identify community information needs	The amount of market research via focus groups in rural, semi-urban and urban areas, done by a target group	<ul style="list-style-type: none"> ■ A comprehensive network of community-based partners has been established to help identify the communication needs of communities ■ Through partnerships with local government, GCIS Communication Officers were able to integrate with the communication needs of municipalities as expressed through Integrated Development Plans ■ Communication Officers in districts use operational MPCCs to a greater extent to interact with the public and identify their needs ■ More than 500 community information events have been co-ordinated by GCIS Regional Offices in communities countrywide



Programme 5: Communication Service Agency

Aim

The Communication Service Agency (CSA) provides a range of media production services, such as advertisements, videos, radio programmes, photographs and designs to communicate government's message. There are three subprogrammes:

Marketing and Distribution (MAD) manages the corporate identity of government, develops strategies for marketing, distribution, event management, public relations and advertising, and buys media in bulk.

Product Development develops broadcast strategies for inclusion in campaign and project communication plans, produces videos and radio programmes for other departments, as well as providing graphic design and layout, exhibition design and photographic services.

Content Development identifies government communication needs, identifies the public's information needs, develops a content strategy for individual and transversal campaigns, provides editorial services and produces the *SA Yearbook*.

MAIN HIGHLIGHTS FOR THE YEAR UNDER REVIEW:

- The CSA contributed to various government campaigns through radio, video and print. These included the launch of the African Union (AU), the development and presentation of new National Orders, awareness of government's policy on HIV and AIDS, the burial of Sarah Bartmann, the *Imbizo*

Focus weeks and Multi-Purpose Community Centre launches.

- It was responsible for the production of publicity material for the mass multimedia campaign around the President's annual State of the Nation Address.
- During the Opening of Parliament, 48 community radio stations were provided with live links to the President's Address and the Ministerial briefings. This included the new KhoiSan radio station. By the end of March, radio dramas of the simplified version of the President's Address had been flighted on all the African Language Stations of the SABC and on community radio stations. One-hour phone-in programmes entitled *Talk to Your Minister* were also facilitated on Community Radio Stations (post-Cabinet *Lekgotla* and during Ministerial briefing weeks).
- Packages consisting of a video programme of the presentation of the National Orders, photographs of the event and a booklet with citations of the recipients were handed to The Presidency to be delivered to those who received Orders.
- In 2002/03, the *SA Yearbook* was sold at bookshops for the first time. The 2002/03 edition was launched in February 2003 at the South African National Arts Gallery in Cape Town. Proudly South African came on board, expanding the publication's marketing scope. Side products include a pocket guide and wall charts based on information contained in the *Yearbook*. Marketing of the *Yearbook* has improved with, among others, a slot on e-tv, SAFM, giveaways in *Beeld* and *Sawubona*, etc.
- Through bulk-buying of media space for government as a whole, ad placement for the period April 2002 to January 2003 totalled R42 million, bringing an estimated saving of 20%. A Corporate Identity Agency was appointed to develop a *Corporate Identity Manual* for government. Departments were assisted in the selection of advertising agencies and in the marketing the new National Orders and the launch of the AU.
- The CSA led GCIS involvement in the process towards the transformation of the advertising and marketing industry. Following a year of consultations there was a second round of public hearings, which concluded with consensus between government and industry to work towards targets and timeframes to promote transformation. Engagement with the industry continues in preparation for a plenary meeting during 2003.

Original Targets set in the Medium-Term Expenditure Estimate

	Subprogramme	Output	Service-Delivery Indicators	Status
	Management	Strategic support	Number and effectiveness of products produced	Ongoing review and advice regarding effectiveness of products produced by the CSA
	Marketing	Marketing and distribution strategies and plans	Number of marketing and distribution strategies drafted and managed	About R42 million was managed and media planning and buying strategies were developed for campaigns totalling this figure
		Briefing advertising and media placement agencies	A panel of advertising agencies constituted	A tender for the constitution of a panel of advertising agencies has been published and will be constituted by the end of August 2003
		Specifications for the outsourcing of relevant communication services	Number of projects outsourced successfully	Outsourced projects included a corporate video, design of National Orders, development of AIDS ads and the WASH campaign
		Building government's corporate identity	Improved positioning and building goodwill	The tender for the development of a <i>Corporate Identity Manual</i> for government has been awarded. The Manual will be completed by October 2003
	Product Development	Video and radio material produced	Turn-around time after requests for video or radio products submitted	<p>The turn-around time for video programmes to delivery is five weeks, dependent on the client's co-operation. Once the message is received, radio slots can be delivered in three days, also dependent on sign-offs.</p> <p>Video and radio programmes for other departments included:</p> <ul style="list-style-type: none"> ■ Criminal Court Procedures, National Youth Commission, World Summit on Sustainable Development, AIDS-Social Development, <i>Imbizo</i>-Gauteng <p>GCIS programmes included</p> <ul style="list-style-type: none"> ■ Parliament Portfolio Committee, National Orders, National Symbols, advert for State of the Nation, advert for Truth and Reconciliation Commission, advert for <i>Imbizo</i>, CEO Address
		Photographic provision	Quality, quantity and availability of photos	<ul style="list-style-type: none"> ■ The turn-around time for photos is much faster as CSA has three in-house photographers and a variety of freelancers countrywide ■ Photos produced by the unit are of high quality. As the custodians of official images, the CSA always has sufficient supplies of the photos of the President, Deputy President and Cabinet Ministers ■ More than 5 000 pictures were supplied on request during the review period ■ As for availability, the CSA seems to have about 90% of the pictures requested
		Design and print		Approximately 117 requests were received from departments and Government Information Centres (excluding requests for photographs)

Subprogramme	Output	Service-Delivery Indicators	Status
Content Development	<p>Provincial and local content development briefing forums</p> <p>Evaluation of information products developed in government departments</p>	<p>Provincial and local content development briefing forums held</p> <p>Evaluated information products developed in government departments</p>	<p>The Content Development Strategy has been developed and will be shared with government communicators at all levels of government in relevant briefing forums</p> <ul style="list-style-type: none"> ■ The section has assisted a number of departments with the content development of information products during the review period e.g. booklets for the AU, the presentation of the National Orders and HIV/AIDS ■ It has also assisted departments such as Arts and Culture and Public Service and Administration with newspaper ads on Sarah Bartmann and the restructuring of the Public Service ■ The section continues to assist directorates within GCIS with the editing of products such as <i>Bua Magazine</i>, <i>Let's Talk</i> and the <i>Annual Report</i>



Programme 6: International Marketing and Mobilisation

Aim

International Marketing and Mobilisation aims to market South Africa internationally. It is responsible for developing a brand identity for South Africa and ensuring sound perceptions of the country as a trade partner, role-player in international affairs, and as an investment and tourist destination.

MAIN HIGHLIGHTS FOR THE YEAR:

The framework to guide our efforts to change how the world perceives, thinks and feels about South Africa has been completed, and culminated in the development of the Desired Brand Positioning (Unilever Brand Key). This defines how we want the world to think and feel about South Africa relative to other countries within a competitive environment.

The process to translate the desired positioning into reality was set in motion. The architecture of how to translate the Desired Country Positioning into expressions for tourism and trade and industry has been completed.

Work on the tourism expression has been completed, and the process to translate the Desired Country Positioning into trade and industry expression is under way.

The Internal Mobilisation Programme has been launched.

- The Integrated Communication Plan (National Pride Campaign) was finalised and the radio campaign launched at the end of April while the TV ad started in May 2003. The radio ad is in all official languages and features success stories.
- The public relations plan was completed for implementation

around the same time, its key objective being to change behaviour and encourage South Africans to become marketers for their country. Each story is amplified on the web, in newsletters, in press releases, radio commercials and in online communication.

- The Brand Champion Conversion process, to enroll individuals and collectives/companies to help build the brand, was being finalised for implementation in the third quarter of 2003.
- Special projects such as the Heritage Day Project through which the International Marketing Council (IMC) aimed to enable people to fly the South African flag in their homes were implemented with full media support in conjunction with the relevant government departments.

The international plan to change how the world perceives, thinks and feels was being strategised for implementation in the 2003/04 fiscal year.

Communication Resource Centre (CRC)

The CRC continued to monitor foreign media to produce a daily summary and analysis, which are circulated to a wide range of government communicators and opinion-makers. Additional monitoring is undertaken to cover breaking news and major communication events such as the Cricket World Cup, State of the Nation Address by the President, Parliamentary Media Briefing Week and the Budget speech 2003.

Weekly reports on international coverage, both general reports and special reports on economy, tourism and employment are produced, as well as monthly reports intended to assist govern-

ment Clusters and communicators in the private sector in developing and implementing communication plans.

Country Manager Project

Support for IMC strategy for international brand roll-out in the United States (US) and United Kingdom (UK) was enhanced through the hosting of a visit to South Africa by the US IMC country manager and an information officer at the UK High Commission in London.

Web Portal – the Web Portal www.saafrica.info was launched in August 2002 with over 1 300 pages of information, updated daily and focusing on positive imaging of the country. It is currently achieving 300 000 page views per month.

Hidden Edge – the IMC has sponsored the production of an updated version of the *Hidden Edge* publication, highlighting science and technology innovation. The revised version will include a multimedia format and exhibition content for global use.

Information Resource Centre (IRC) – the IRC is becoming a library for South African success stories from business, government, tourism and general society. Pre-prepared packs will be distributed to thought leaders requesting information on South African successes in business, tourism, quick facts, inhibiting issues, etc.

Original Targets set in the Medium-Term Expenditure Estimate

Subprogramme	Output	Service-Delivery Indicators	Status
International marketing and mobilisation	Improving perceptions about South Africa	The extent to which the international marketing strategy has been implemented	The strategy is being finalised for global usage. The IMC has hired a country manager in Washington who lobbies and reports back to the IMC, and works in consultation with the South African Embassy
	Support for international events and conferences	The number of events where the South African brand is promoted	The CRC was an integral part of the core communication team during the World Summit on Sustainable development, the African Union Summit and the Cricket World Cup
	Brand South Africa	A developed Brand South Africa for use by stakeholders	Brand SAhas been developed and is being articulated in above-the-line and below-the-line activities, as outlined above