GOVERNMENT COMMUNICATIONS (GCIS)

annual report 2003/04

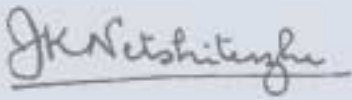10 YEARS OF FREEDOM
south africa 1994 - 2004

The Honourable Dr Essop Pahad (MP)
Minister in The Presidency
Private Bag X1000
PRETORIA
0001

Dear Minister Pahad

GOVERNMENT COMMUNICATIONS (GCIS) ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2004

It is an honour to present you with the Annual Report of the GCIS for the year 1 April 2003 to 31 March 2004.

The Annual Report has been prepared in accordance with the requirements of Section 40(1)(d) of the Public Finance Management Act, 1999 (Act 1 of 1999), and Part III of the Public Service Regulations, 2001.

Joel Netshitenzhe
CHIEF EXECUTIVE OFFICER AND ACCOUNTING OFFICER

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PART I: INFORMATION ON THE MINISTRY

Institutions in the Minister's area of responsibility include the:

1.1 Government Communications – Minister and Executive Authority.

1.2 International Marketing Council – Executive Authority in terms of the Public Finance Management Act (PFMA), 1999 (Act 1 of 1999).

1.3 Media Development and Diversity Agency – Executive Authority in terms of the PFMA.

1.4 The Presidency – Specific political responsibility for the Office on the Status of Women, Office on the Status of Disabled People and Office on the Rights of the Child.

1.5 National Youth Commission (NYC) – the Minister is charged with the administration of the NYC Act, 1996 (as amended in 2000). He meets with the Executive of the Commission on a two-monthly basis to provide political and strategic guidance and also to fulfil the responsibilities of Executive Authority df the NYC.

A summary of the areas of involvement and work of the Minister

Apart from the specific responsibilities outlined above, the Minister is involved in a wide range of activities and projects. These include:

- member of the Cabinet committees on the Economic; Investment and Employment; Social; International Relations, Peace and Security; and the Governance and Administration Clusters

- presenting all Cabinet Memoranda emanating from The Presidency at full Cabinet meetings

- presenting Current Affairs discussions as a standing item at all (full) Cabinet meetings

- member of the Board and Executive Committee of the IMC

- member of the extended South African National AIDS Council (SANAC) Core Group of Ministers

- convening an *ad hoc* group to assist in moving the work of the Freedom Park Trust forward

- convening an *ad hoc* group to assess the work and progress on the institutionalisation of a new System of National Orders

- establishing close working relations with the South African Chapter of the African Renaissance

- meetings on a regular basis with all major media houses (print and electronic) and a group of fund managers

- attending the regular Presidency Advisers' Forum

- chairperson and member of the Board of Trustees of the South African Democracy Education Trust

- chairperson of the Inter-Ministerial Task Team for the 10th Anniversary Celebrations and the Inauguration.

Official Ministerial visits abroad

Country visited	Date	Purpose of visit
Mali	April 2003	To sign a Memorandum of Understanding between the Government of Mali and the Government of the Republic of South Africa with regard to the preservation of ancient manuscripts in Timbuktu
Botswana	May 2003	To attend a Commonwealth Meeting of Ministers responsible for youth
London	July 2003	To attend the launch of the Nelson Mandela-Rhodes Foundation
Iran	July 2003	Official visit to the Head of The Presidency in the Islamic Republic of Iran, His Excellency M Khatami
Mongolia	September 2003	To attend the fifth United Nations International Conference on New or Restored Democracies
Switzerland	September 2003	To attend the handover of the *2010 Bid Book*
Colombo / Malaysia / India	October 2003	To attend the fourth Indian Ocean Rim Association for Regional Co-operation (IOR-ARC) and 10th session of the Islamic Summit Conference, and part of the Presidential delegation's State Visit
London	October 2003	To attend the first major international conference convened by members of the former anti-Apartheid movement in the United Kingdom to mark the 10th Anniversary of Democracy in South Africa
Canada	November 2003	Part of the delegation for the State Visit
Czech Republic / Poland	November 2003	Official visit
India	January 2004	To attend the Confederation of Indian Industries Summit as well as meetings with regard to the India-Brazil-South Africa (IBSA) Strategic Partnership

PART II: PREFACE TO THE ANNUAL REPORT BY THE CHIEF EXECUTIVE OFFICER AND GCIS CORPORATE STRATEGY

Like all of government, GCIS experienced the year leading to the end of the first 10 Years of Freedom as a seminal period. It was a time to consolidate and intensify current programmes, to review progress and to prepare for the challenges of the Second Decade.

Better co-ordination across government helped enhance the impact of communication around milestone events during 2003 and 2004.

These included the Growth and Development Summit and its extended follow-up, including a National *Imbizo* Focus Week on the theme of *A People's Contract for Growth and Development.* This, incidentally, was the largest ever Focus Week, testifying to the extent to which direct and interactive communication is becoming part of the fabric of governance and also to progress towards integrated communication campaigns across the three spheres of government.

Other major events requiring integrated communication across structures of government included the completion of the Truth and Reconciliation Commission process with the release of its final report and the distribution of reparation grants.

The annual *16 Days of Action for No Violence Against Women and Children* extended its reach and impact.

During the course of the period under review, more Multi-Purpose Community Centres (MPCCs) were opened, bringing the total at the end of the financial year to 55 –

all a result of co-operative efforts among national departments, provincial administrations and municipalities. Government is on course to meet the objective of 60 MPCCs by the end of the 2004 calendar year, with the aim of ensuring one such Centre in each district and starting the protracted programme to have one MPCC in each of the 284 municipalities.

The end of the First Decade of Freedom also brought together developments requiring integrated communication of several kinds.

The *10-Year Review,* managed by The Presidency, like the release of the results of Census 2001 a few months earlier, called for interaction across departments both with the public at large and with a range of researchers and stakeholders including the media, around the need to absorb new insights into our country's transition.

Given the importance of the *10-Year Review* for evaluating progress and assessing future challenges, GCIS paid particular attention to ensuring that the results of the *Review* reached as many citizens as possible in a format and in languages they prefer.

Preparing for the 10-Year Celebrations brought immense communication challenges for government: challenges of leadership for truly national and unifying celebrations; challenges of the co-ordination of planning and implementation over a long period that for some departments such as those concerned with tourism, began as early as May 2003; and challenges of the production of publicity and

branding material. The interface between celebrations within South Africa and those held in other parts of the world brought another challenging dimension.

GCIS played its part in, through its work on the 10-Year Communication Project Team, supporting the Inter-Ministerial Committee.
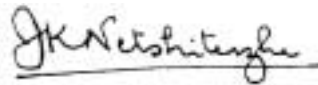
The department was also central in the communication campaign around the 40th anniversary of Africa Day, and it is intimately involved in the integrated work of government to realise the objectives of the African Union and New Partnership for Africa's Development.

Government's capacity to meet the communication challenges of such major initiatives, as well as the ongoing work of communication in support of the implementation of government's Programme of Action, depends on continuing progress in three key areas of GCIS' work – strengthening the government communication system; broadening access to government information and more broadly to the means of receiving and imparting informa-

tion and ideas; and building communication partnerships with stakeholders.

In all these dimensions, progress continued during the period under review – as the details of the Annual Report show. Among other things, the fact that the International Marketing Council and the Media Development and Diversity Agency will this year for the first time be submitting their own annual reports to Parliament is concrete testimony to progress in two key initiatives. Both have taken giant strides in addressing their core mandates.

Our assessment is that in each of the areas of our core mandate, further and faster progress will be needed in the coming period so that the government communication system plays its part in further consolidating our democracy and taking the country onto a higher growth and development path.

CHIEF EXECUTIVE OFFICER

CORPORATE STRATEGY FOR APRIL 2004 – MARCH 2007

VISION

Helping to meet the communication and information needs of government and the people to ensure a better life for all.

MISSION

GCIS' mission is to provide leadership in government communication and ensure that the public is informed of government's implementation of its mandate.

STRATEGIC OBJECTIVE

The overarching strategic objective of GCIS is to enhance the government communication system and its operations in ways that contribute to the process of further consolidating our democracy and taking the country onto a higher growth and development path.

GCIS APPROACH

This objective will be achieved by having the following elements in our strategic approach:

1. Providing leadership in government communication and ensuring better performance by the communication system

GCIS must take responsibility for ensuring government is communicating interactively with the public and for the communication of government's vision and approaches to broad areas. GCIS needs to be at the forefront of analyses of the communication environment so that it can identify initiatives to be taken in enhancing the work of government and is also able to respond effectively when required.

2. Building a framework of communication partnerships informed by an encompassing vision around common development objectives

GCIS must take overall responsibility for promoting partnership among all communicators, inside and outside of government, in articulating a shared vision and value system for a caring society and in broadening access to the means of receiving and imparting information and ideas. This includes improving relations with the media and with communicators in parastatal bodies and the private sector, including in international marketing efforts.

3. Promoting awareness of the opportunities that democracy has brought and how to access them

GCIS will need to intensify the provision of basic information to the public about the rights of citizens and how to take advantage of government's socio-economic programmes as well as about the general process of policy development and implementation. Attention will be needed to improving the quality of information products and the effectiveness of the distribution strategy in reaching all citizens, in every sector of society and every part of the country.

4. Promoting awareness of the institutions and programmes of continental and regional integration and development

Given the critical role of the regional environment and the development of our continent, GCIS should encourage and lead campaigns across government and society to enhance public awareness of developments in the region and the continent and promote engagement with regional and continental institutions and programmes.

5. Communication research and information

The government communication system as a whole needs to base its work on soundly researched approaches. GCIS will play a key role in identifying areas of communication research as well as receiving relevant research reports from other sectors. Furthermore, intimate knowledge of government's policies, programmes and implementation is essential to further enhance communication. There is therefore a need to package information on government's Programme of Action.

KEY ISSUES

In pursuing the elements of this approach, while giving ongoing attention to a range of actions, GCIS will pay special attention to certain critical communication initiatives which should catalyse a general enhancement of the communication system and its operation.

1. Providing leadership to government communication and better communication performance by the State

Special attention to:

- Strengthening and integrating the government communication system. This will take the form of Heads of Communication being part of the pool for project leaders, taking greater responsibility for transversal campaigns.
- Maintaining a clearly understood cycle beginning with end-of-year evaluations, development of the Government Communication Strategy and Communication Programme, and finalisation of departmental and cluster plans/strategies.
- Improving across government the system of monitoring, and responsive and proactive communication around public discourse, along with the partnership of GCIS with others in and outside government in building a value system for social cohesion in a caring society.

Ongoing attention to:

- Better integration across government in communication, budgeting for communication and understanding of policies and the Programme of Action
- Developing capacity of provincial and local government communication
- More effective internal communication in government including communication to enhance understanding of policies
- More effective tools of interaction with the public, improving the quality of our products, enhancing existing platforms and introducing new ones and improving relations with the media
- Ensuring that the *Imbizo* approach of interactive governance takes root throughout government

- Better assessment of the impact of our communication, including peer assessment by communicators and the public
- Sustaining the GCIS Peer Review Process to ensure that in the medium term a uniform standard of excellence is achieved among Heads of Communication
- An active GCIS role in advising communication components on their development requirements and in ensuring that government communication capacity matches the needs
- Encouraging communicators to acquire the Professional Certificate in Government Communication and Marketing
- GCIS assistance in content development, branding and quality control over critical information products, including government websites
- Working with the International Marketing Council (IMC), GCIS must continue working to play a greater role in co-ordinating government's efforts and enhancing the communication capacity of critical South African Missions and including them in the government communication system
- Recognising excellence in government communication through the Government Communicators' Awards
- Ensuring wider use of *BuaNews.*

2. Building a framework of communication partnerships

Special attention to:

- Working towards an active partnership among the country's communicators.

Ongoing attention to:

- Better interaction with communication practitioners in parastatals and the private sector, and a new mindset and paradigm in government to relate to sectoral partners in both policy and communication processes
- Articulating and communicating a shared and unifying vision for the decade to 2014, informed by the new five-year mandate of government and with a common understanding of challenges and achievements

- Consolidating partnerships in Multi-Purpose Community Centres (MPCCs), publications, Media Development and Diversity Agency (MDDA), IMC, training of communicators and other projects
- Ensuring that all of government communications, across departments and spheres, work in partnership informed by the common vision
- Helping to transform the media and advertising industry and through the MDDA helping to establish and sustain community and small commercial media
- Developing closer relations with agenda setters
- Building partnerships with the media, in particular key partners like the public broadcaster; implementing recommendations of the Cabinet/South African National Editors' Forum Indaba and sustaining such Ministerial interaction
- Encouraging the replication of communication partnerships at provincial and local level.

3. Promoting awareness of the opportunities that democracy has brought and how to access them

Special attention to:
- A sustained government-wide campaign on opportunities that have emerged with democracy (across all clusters, not just economic), building on the campaign on economic opportunities.

Ongoing attention to:
- Ensuring awareness among intended beneficiaries of the opportunities for socio-economic development that government programmes offer and how to access them
- Effective assessment of the reach of our communication and the quality of products, including attention to accessibility and language
- Strengthening unmediated communication including through radio *imbizo* development communication and a government publication
- Integrated communication through Community Development Workers, MPCCs and Gateway
- Better research into public information needs
- Combining communication in support of Second Economy interventions with communication to promote job-creating growth of the First Economy

- Enhancing relations between GCIS and the Policy Co-ordination and Advisory Services unit in The Presidency to achieve better understanding of the implementation and impact of government's Programme of Action, and of information and communication needs, so that GCIS is better able to communicate government's implementation of its mandate.

4. Promoting awareness of the institutions and programmes of continental and regional integration and development

Special attention to:
- Sustained profiling of the benefits of African development to South Africa and the rest of the continent.

Ongoing attention to:
- Better government communication structures, working with the New Partnership for Africa's Development (NEPAD) Secretariat
- Mobilising society to become active participants
- Promoting popular/stakeholder participation in continental/regional institutions
- Popularising the vision of a shared destiny for the country, region and continent and linking national interest to mutual development.

5. A more effective, efficient and well-informed GCIS

Special attention to:
- Improving the application of research in the work of GCIS and government communication as a whole, and continued institutionalisation of project management in GCIS, both in service delivery and in the development of the organisation, through the Enterprise Project Management Initiative which must help ensure continuous alignment of GCIS to the needs.

Ongoing attention to:
- Various forms of research to identify public communication needs, the impact of government communication among the public and within the media
- Ensuring adoption of same methodologies across

government, and improve integration of the research agenda

■ Developing a set of core competencies which its communicators must possess

■ Better and fuller use by GCIS of Information and Communication Technologies (ICTs), both in the management of the organisation as well as in communication

■ Using all measures, including development plans and clear target-setting to enhance the performance of staff and the attainment of excellence

■ Greater integration of work by the different components

■ Instilling in GCIS the culture of learning from our experiences.

6. Key campaigns for 2004/05

THEME ONE: A people's contract for more efficient, people-centred government (Governance and Administration Cluster)

Focus issues:

■ *Batho Pele* Gateway and Community Development Workers

■ MPPCs

■ Fighting corruption in the Public Service.

THEME TWO: A people's contract for Africa's renewal in a better world (International Cluster)

Focus issues:

■ NEPAD/African Union

■ Southern African Development Community

■ International Marketing Campaign.

THEME THREE: A people's contract for growth and development (Economic Cluster)

Focus issues:

■ Learnerships

■ Implementation of Growth and Development Summit Agreements

■ Expanded Public Works Programme

■ Mass campaign on economic opportunities

■ Black Economic Empowerment.

THEME FOUR: A people's contract for a safer and more secure South Africa (Justice, Crime Prevention and Security Cluster)

Focus issues:

■ Reduction of crime against women and children

■ Release of crime statistics

■ Implementation of Truth and Reconciliation Commission recommendations

■ *16 Days of Activism – No Violence against Women and Children*

■ Review of the Criminal Justice System.

THEME FIVE: A people's contract for a caring society (Social Cluster)

Focus issues:

■ Social cohesion

■ Expanding access to social grants

■ Food Security Programme

■ Free Basic Services

■ Moral Renewal.

THEME SIX: Transversal Campaigns

■ *Imbizo*

■ Implementation of the HIV and AIDS Comprehensive Programme

■ Celebrations of 10 Years of Freedom through national days

■ Rural Development and Urban Renewal

■ Expanded Public Works Programme

■ Preparations for 2010 Soccer World Cup.

THEME SEVEN: GCIS Projects

■ GCIS Budget Vote

■ Transformation of the marketing and advertising industry

■ Post mid-year Cabinet *Lekgotla* communication

■ Government Communicators' Awards

■ Opening of Parliament (State of the Nation Address)

■ Unmediated communication products

■ Enterprise Project Management.

PART III: PROGRAMME PERFORMANCE

The activities of Government Communications (GCIS) are organised in the following
five programmes:

Programme 1: Administration
Programme 2: Policy and Research
Programme 3: Government and Media Liaison
Programme 4: Provincial and Local Liaison
Programme 5: Communication Service Agency

AIM

This Programme is responsible for management and provides a support service to the entire department. Its functions include Human Resource (HR) Management and Training Services (TS), Internal Audit, Information Technology (IT), Financial Management, and Procurement and Auxiliary Services. The Project Desk (PD) co-ordinates projects that are driven by GCIS and those being done for other departments

PROGRAMME POLICY DEVELOPMENTS

Corporate Services

Corporate Services consists of:

■ Human Resources
■ Training Services.

Human Resources

This unit oversees the planning, implementation and monitoring of Public Service Regulations and all other prescripts. It also ensures adherence to these Regulations by all GCIS staff.

The HR Directorate is responsible for the following units:

■ HR Management
■ the Information Centre
■ Internal Communication.

These subdirectorates provide the following services:

Subdirectorate: Human Resource Management

This Subdirectorate deals with the following:

■ supporting the recruitment and selection of staff
■ effecting the appointment of staff
■ handling HR maintenance practices, i.e. promotions, transfers, secondments, rewards, etc.
■ handling conditions of service for employees e.g. leave, housing allowances, medical aid, injury on duty and overtime

■ acting as facilitator in the event of grievances which can be resolved at Directorate level
■ dealing with normal disciplinary procedures as a facilitator
■ promoting sound labour relations within the organisation
■ developing and maintaining HR management policies
■ monitoring and facilitating performance management
■ overseeing implementation of the Public Service Regulations.

Subdirectorate: Information Centre

The Information Centre consists of the following divisions:

■ Call Centre
■ Information Resource Centre (IRC)
■ Directories
■ Library.

Call Centre

The Call Centre renders an effective enquiry service by analysing enquiry trends.

Information Resources Centre

The IRC is responsible for:

■ disseminating information products of various government departments
■ providing access to government websites
■ hosting exhibitions for departmental campaigns and for commemorating national and international days.

Directories

This unit compiles and updates the following directories which are made available in print and electronic format:

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

Library

The library addresses the needs of GCIS staff by purchasing and subscribing to hard copy and electronic information sources. It uses the INMAGIC application that allows staff to access catalogues from their working stations.

Subdirectorate: Internal Communication

This Subdirectorate:

- maintains effective internal communication in the organisation
- maintains a communication-oriented culture in GCIS
- facilitates two-way communication in the organisation
- stages special events/presentations and social functions.

Training Services

This section develops the skills profile of GCIS as an organisation and of government communication officers (COs) from different departments at national and provincial level. It also looks after the well-being of GCIS staff by attending to their social concerns in an effort to enhance service delivery.

TS' functions consist of:

- co-ordinating the training and skills development of GCIS staff, including the training of interns from different tertiary institutions
- co-ordinating the training of government COs from national and provincial level
- managing the psychological well-being of GCIS staff, including HIV/AIDS, in the workplace.

Training and skills development of GCIS staff

In the reporting period, GCIS staff members underwent training in short courses in different fields identified during the skills audit that was conducted early in 2003. These courses included: Conflict Resolution, Discipline and Dismissals, and computer end-user courses such as Windows, Power Point, Outlook, etc. A total of 100 employees received training at a cost of R339 524.

Eighty-three staff members from national and provincial offices are undertaking further education and training at various tertiary institutions, utilising GCIS' bursary scheme. In 2003/04, the costs amounted to R426 160.

Eleven auxiliary staff members attended Basic Adult Education and Training (ABET) with the Pretoria Institute of Learning. All but one who registered in 2003, have completed Level 3 and are studying to complete level 4 in 2004. The ABET project cost the organisation R70 000 in 2003/04.

Short courses, bursaries and ABET costs totalled at R836 244 in the 2003/04 financial year.

Students from various learning institutions doing internship were assisted in obtaining the experience needed for their studies. Since the beginning of 2003, more than 20 trainees have been benefiting from these internships. By March 2004, 12 had completed their internship or experiential training and returned to their institutions.

The Learnership Committee will drive the learnership process. Two national diplomas have been identified in which unemployed youth, particularly those who have just completed their matric, will be trained. Since the courses are a three-year programme each, GCIS, together with the Media, Advertising, Publishing, Printing and Packaging and the Public Service Sector Education and Training Authority, will rework the diplomas and reduce them to one-year certificates. On completion, the certificates will be registered with the South African Qualifications Authority (SAQA) and the Department of Labour. The GCIS aims to train 10 communicators each year. The project should be up and running by September 2004.

Employee Assistance Programme (EAP) and HIV/AIDS

GCIS ensures a supportive work environment and assists staff members who may require professional assistance. During 2003/04, eight staff members, some with their children, were assisted to obtain counselling and psychological services.

During the course of 2003/04, 216 GCIS employees received training on issues related to HIV/AIDS and presentations on topics relating to EAP such as policies on

equity, understanding sexual harassment, disability and gender equality.

Training of government communication officers
In addition to the eight Unit Standards in government communication that the GCIS developed in 2002, six more were developed in 2003. Two qualifications in Government Communication Practice (levels 5 and 6) were also developed and sent to SAQA for registration in October 2003. Unfortunately, the qualifications are not yet registered because some Unit Standards from other standard-generating bodies are not yet developed. Therefore, training for the two qualifications cannot commence until they are registered by SAQA.

GCIS, Unilever, the Mandela-Rhodes Foundation and Wits Public and Development Management have developed a course to train government and State-Owned Enterprises' COs in Communication and Marketing. The course commenced on 24 May 2004 and will continue until October 2004. COs will attend for one week in a month for five months. Forty-five COs have been registered for 2004.

Finance, Provisioning and Auxiliary Services

This Directorate is responsible for providing financial, procurement and auxiliary support to the department. One of its key functions is to drive the department's implementation of and adherence to the Public Finance Management Act (PFMA), 1999.

Through the support offered by the Finance section, GCIS has consistently been able to comply with the prescripts of the PFMA in respect of the submission of expenditure projections on the 15th of each month, together with the Compliance Certificates that confirm the monthly closure of books.

A departmental procurement policy and procurement delegations have been developed in preparation for the devolved powers of the State Tender Board to departments.

With the assistance of IT, the Directorate has developed a database of small, medium and micro enterprises (SMMEs). This will enable GCIS to keep more accurate statistics of how much is spent on SMMEs on a monthly and annual basis. The database will be utilised in the new financial year and updated at least four times a year.

Information Management and Technology (IMT)

The aim of this section is to provide for the IT and information management needs of GCIS.

The IMT consists of the following divisions:
- Electronic Information Resources
- Information Technology.

Electronic Information Resources (EIR)
EIR is responsible for the development, maintenance and updating of the *SA Government Online* and GCIS websites. It advises and supports government departments and provincial legislatures on developing, redesigning or maintaining their websites and evaluates new and existing government websites on request. A hosting service is provided for some government websites.

During the period under review, EIR improved the content and accessibility of government information on the Internet by means of the *SA Government Online* website. An initiative to improve the search functionality on the *SA Government Online* website will be implemented early in the new financial year. Accessibility to the site was improved through the implementation of improved work procedures and metadata records. Approximately 1 813 new documents and 5 114 speeches and statements were added to the site, while 390 government and national events, special days, press conferences and conferences were announced. During 2003/04, the number of subscribers to the e-newsletter for speeches and press statements increased from 1 118 to 2 854. Usage statistics for the website increased from 3 451 174 in the previous reporting period to 6 129 803. Planning for the revamping of the *Government Online* website commenced during the year under review. The site will be made available during the second quarter of 2004/05.

The GCIS website was comprehensively reviewed, and improvements subsequently implemented. Guidelines for updating and maintaining the website's content were compiled to ensure the continuous and standardised updating thereof. Usage of the website increased from 328 993 in 2002/03 to 827 206 in 2003/04.

Support is provided to The Presidency with the planning and development of its website. Other output included:

■ redeveloping the Government Communicators' Forum's Extranet
■ implementing an additional component to the database and search facility for GCIS' *Contact Directories*
■ developing the Ten Years of Democracy website and discussion forum
■ supporting the Moral Regeneration Movement with the development of its website.

Information Technology

This Directorate is responsible for the maintenance, support and provision of information and communication technology in GCIS.

During the period under review, the collaboration environment was improved by upgrading and installing new video-conferencing equipment at the Union Buildings. This project will end in the 2004/05 after the completion of installations at the Parliamentary offices in Cape Town.

Within the desktop environment, most of the equipment that had reached their end-of-life cycle was replaced, with the balance to be completed in 2004/05. An Enterprise Licensing Agreement was purchased which will give GCIS access to the latest server software and desktop office automation software for the next three years.

Improved remote management tools were installed to assist in software distribution, asset management and support for desktops and servers across the wide area network. The e-mail and Internet connectivity to the remote GCIS offices in Multi-Purpose Community Centres (MPCCs) was improved by upgrading 24 existing old telephone lines to Integrated Services Digital Network (ISDN) lines and installing new ISDN lines at 23 new MPCCs.

The Directorate enhanced Internet and e-mail security by using the latest anti-virus software and Internet and e-mail scanning and filtering software as well as the ongoing monitoring, updating and configuring of security devices.

A low-end development server was procured to enhance the back-end development infrastructure. The Directorate completed the in-house development of the Wards Information Management System for use within the Chief Directorate: Provincial and Local Liaison (PLL). The Directorate started with two new in-house development projects for the Call Centre and TS sections.

It maintained the supplier relationship with the State Information Technology Agency (SITA) through business and service agreements. Their services were also used for *ad hoc* and enterprise projects. The Directorate started the external development project for the development of the *Imbizo* database with SITA and embarked on an initiative with the Agency for the completion of the first phase of the Integrated Document Management System project.

Project Desk

PD is responsible for:

■ **Giving greater direction to government communication through the development and implementation of the Government Communication Programme (GCP). Among other things, it:**
  ◗ acts as an entry point for all new requests for assistance from other government departments and relevant statutory bodies
  ◗ determines project scope arising from meetings with client departments and establishes appropriate project teams in GCIS to deal with the request
  ◗ proactively assists GCIS client departments with planning, implementation and evaluation of communication campaigns
  ◗ allocates GCIS resources to project teams and nurtures GCIS support to the team established for the planning, implementation and evaluation of communication campaigns.

- **Improving and maintaining project management capacity in GCIS by:**
  - conducting project management theory courses and Microsoft project courses to selected staff members to enable them to effectively manage both cross-cutting and line-function projects
  - facilitating a process of sharing best practices on the project management of communication campaigns to the rest of the organisation
  - establishing subproject offices to ensure that the project-management culture deepens in line-function sections with regard to planning, implementation and review of a project's progress.

- **Improving project-management reporting and information management systems in GCIS through:**
  - the establishment of the Project Information Management System (PIMS) as a mechanism to facilitate a weekly reporting system on active projects as well as a knowledge-management facility.

Service Delivery Objectives and Indicators

GCP development, implementation and co-ordination of project teams

The nomination of the GCP teams for 2003/04 was confirmed by 15 April 2003. During May 2003, briefing sessions were held with these teams on GCP themes and team lists. In the same month, a GCP workshop was held with all supervisors and reference team members to explain roles and responsibilities of various GCP role-players.

Over 20 active GCIS projects were fully supported by the PD. Over 53 new requests for GCIS assistance (GCP-related, *ad hoc* invitations for sessions, etc.) were processed in consultation with affected line managers.

Approximately 25 communication strategies were developed by project teams with full co-ordination support from the PD. This included, where applicable, the writing of draft strategies, the development of key messages for respective projects and implementation plans.

The GCP 2004/05 was developed and approved in February 2004 and nominations for the GCP 2004/05 teams finalised by March 2004.

Co-ordination of project-management training in GCIS

A one-day Project Management Theory course was conducted for nominated GCIS staff in May 2003. A total of 14 staff members (most of them participating in GCP teams) attended.

A two-day course in MS Project 2000 was conducted in May 2003. Eight officials enrolled for the course, which built on the knowledge gained during the Project Management Theory course.

In June 2003, a workshop on the development of a communication strategy was facilitated by the Deputy CEO: Strategy and Content Management.

A session on lessons learnt from completed projects was staged in June 2003 to allow project leaders to share with colleagues the successes achieved and challenges encountered in their respective projects.

A course on facilitation and 'train-the-trainer' was held in July.

Improving and maintaining the Project Information Management System

The reporting system became operational on 20 April 2003. Project reports for active projects are submitted to the Secretariat weekly through the System. Exit reports, communication strategies and other relevant project information are updated regularly on the PIMS for knowledge-management purposes.

The PIMS was linked to the Intranet in June 2003 to enhance access by GCIS staff members.

The *Project Management Handbook* was reviewed and reprinted in September 2003.

Establishment of subproject offices in GCIS

The PLL subproject office became operational on

12 September 2003. PD is providing maintenance support
to the subproject office on a weekly basis.

Internal Audit

Internal Audit aims to assist all levels of management by
implementing a systematic and disciplined approach to
evaluate and improve the effectiveness of risk manage-
ment, control and governance processes.

During 2003/04, Internal Audit facilitated the updating of
the GCIS Risk Management Strategy. The Strategy was
used to update the Internal Audit unit's three-year
strategic plan and develop an annual operation plan for
the period under review.

Seven major audit projects were conducted to evaluate
and report on the adequacy and effectiveness of control
and governance processes. These reports were present-
ed to the two-monthly Internal Audit Committee meetings
and to the quarterly GCIS Audit Committee meetings.

During 2003/04, the unit was extensively involved in
establishing audit committees for the GCIS public entities,
the Media Development and Diversity Agency and the
International Marketing Council (IMC). The unit has been
appointed the official Internal Auditor for the IMC.

AIM

This Programme provides policy and research services. It aims to ensure that communication products and services are informed by the needs of the public. Through its research, the Programme seeks to identify what information the public requires from government. It also assists in assessing the effectiveness of government's programmes and monitors the implementation of government's communication policies.

PROGRAMME POLICY DEVELOPMENTS

Policy and Research consists of the following:
- Management
- Research
- Policy.

SERVICE DELIVERY OBJECTIVES AND INDICATORS

Research

Research determines the information needs and communication preferences of government and the public, monitors awareness and evaluates government's communication initiatives, products and campaigns. It outsources long-term countrywide quantitative and qualitative communication research projects and short-term research projects, subscribes to regular communication research reports, purchases relevant research findings and renders communication research advice and assistance to internal and external clients.

During 2003/04, the Directorate: Research carried out GCIS responsibilities towards the Media Development and Diversity Agency and the Southern African Development Community.

Policy

Policy monitors and assesses the communication of policies in the media. It also monitors communication coverage and trends in the media in order to recommend particular interventions where necessary.

The Directorate: Policy was responsible for the management and integration of *imbizo* and the establishment of follow-up systems for departments on *imbizo* programmes and commitments.

SERVICE DELIVERY ACHIEVEMENTS

Subprogramme	Output	Output performance measures	Performance against targets	
			Target	Actual
Management	Monitoring of policy communication and trends in media	Quality of communication environment reports produced	Clients satisfied with all strategies produced	Input into communication strategies
Policy	Policy development	Policy proposals and reports on government. Policy developments and media monitoring and analysis	Daily monitoring	Daily monitoring and analysis of the policy and media environment
Research	Research and information to enhance effective government communication	Effectiveness of research-based initiatives (impact on government communication) established through monitoring and analysis	11 projects completed and research findings presented	11 projects successfully completed and research findings presented

AIM

This Programme aims to oversee and provide guidance on the implementation of the National Government Communication Strategy and facilitates liaison between government communicators by convening government communication forums to ensure that government communicates with a uniform voice. It also seeks to keep the public informed about the implementation of government's mandate through media liaison and BuaNews.

PROGRAMME POLICY DEVELOPMENTS

The Programme is divided into the following subprogrammes:

- Management
- National Liaison
- News Service
- International and Media Liaison
- Communication Centre
- Parliamentary Office and the Parliamentary Information Resource Centre.

SERVICE DELIVERY OBJECTIVES AND INDICATORS

National Liaison

National Liaison promotes interdepartmental co-ordination and co-operation on communication matters through systems and structures established by GCIS. This Directorate assists, where possible, to improve the communication environment in government departments.

It convenes and manages about 24 pre-Cabinet meetings annually. It also convenes and manages the Ministerial Liaison Officers' Forum, Government Communicators' Forum (GCF) and Provincial Heads of Communication meeting.

The Directorate provides guidance on the development of communication strategies on an ongoing basis. It also promotes information dissemination through the GCF web page and the electronic calendar of events, which is updated daily.

It also publishes *Bua Magazine* and arranges the annual Government Communicators' Awards.

In its endeavour to enhance the standard of government communication, the Directorate: National Liaison annually compiles performance assessment report cards of Heads of Communication for Directors-General.

News Service

BuaNews' stories and feature articles are used on an ongoing basis by all media locally, nationally and internationally. More than 700 editions were released between 1 April 2003 and 31 March 2004. *BuaNews'* electronic edition is updated three times a day, including weekends and public holidays.

By appointing at least 10 provincial correspondents in 2003, *BuaNews* increased local coverage by about 30%. Twelve sites were monitored and 1 500 recordings provided to clients. In 2003, an Impact Assessment on the utility and efficacy of *BuaNews* was conducted which has led to improved quality of stories and responsiveness to the information needs of the target audience. Some 35% of the research results have been implemented.

In 2003/04, *BuaNews* established partnerships with four media partners. There is wider use of *BuaNews* and a growing appreciation for the reliability, quality and utility of government information.

International and Media Liaison

International and Media Liaison aims to co-ordinate an

international marketing campaign for South Africa in collaboration with stakeholders and to develop and manage an international visitors' and exchange programme. It also aims to provide a service to foreign correspondents on behalf of government and to ensure a professional and accessible support service for government.

The Directorate manages GCIS' interaction with the International Marketing Council (IMC) through daily conferencing (Rapid Response) to promote proactive response to issues affecting the communication environment.

In its efforts to proactively promote the Government's position on key issues, the Directorate is responsible for arranging Parliamentary Media Briefing weeks and post-Cabinet briefings.

The Directorate provides strategic and administrative support to the Presidential Press Corps and Ministerial Liaison Officers and media liaison for key events consistent with the Government's Communication Strategy.

Communication Centre

In 2003/04, the Communication Centre was responsible for producing 520 daily electronic media monitoring reports and 260 *Diary of Government Activities reports.* Fulfilling its media-monitoring function, the Centre's staff monitored 12 sites and provided 1 500 recordings to clients.

Parliamentary Office

The Parliamentary Office provides, among other things, through the Information Resource Centre, information services to Members of Parliament, the public and the diplomatic corps based in Cape Town. In 2003/04, it recorded 3 072 (256/month) physical visit enquiries and 3 360 (280/month) telephone enquiries.

SERVICE DELIVERY ACHIEVEMENTS

Subprogramme	Output	Output performance measures	Performance against targets	
			Target	Actual
Management	Overall leadership, management and planning of activities	Successful completion of duties and projects	Client satisfaction	Made input into all major government campaigns
National Liaison	Providing strategic support and convening and managing communication co-ordinating forums	Five communication cluster meetings	Monthly	50 cluster meetings were held
	Encouraging information-sharing among government communicators	Production of *Bua Magazine*	Quarterly	Four editions per financial year
	Improving the standard of government communication	Enhancing the GCIS Peer Review Reports	Annually	Done
		Recognising excellence in government communication	Annually	Done

Subprogramme	Output	Output performance measures	Performance against targets	
			Target	**Actual**
News Service	Generating government and developmental news articles and feature stories	Number of deadlines submitted	Three deadlines per day	Done three times daily
	News dissemination	Number of deadlines submitted	Three deadlines per day	Done three times daily, on Sundays and on public holidays
International and Media Liaison	Effective communication capacity in foreign Missions, including providing information services to the diplomatic corps	Effective information flow through the Department of Foreign Affairs and IMC-Communication Resource Centre	Weekly	Done on a weekly basis

PROGRAMME 4: PROVINCIAL AND LOCAL LIAISON (PLL)

AIM

This Programme aims to achieve two-way participatory communication between government and the people, thereby sustaining development communication and information services through the work of district-based communicators and Government Information Centres (GICs).

All appropriate forms of media – print, electronic, direct communication with communities through unmediated products, community liaison, the Internet and telecentres – are used in this process.

District-based communication officers (COs) play a developmental role in identifying and responding to community needs, notwithstanding an assessment of the local communication environment.

PLL is also responsible for the establishment of Multi-Purpose Community Centres (MPCCs), which have been identified as a primary vehicle for the implementation of the development communication approach and the dissemination of information. MPCCs offer a wide range of services, mainly from various government departments, that communities can use for their own empowerment.

MPCCs are ideal sites for the fostering of public/private partnerships, as communities, business, and non-government organisations are fundamental to the sustainability of these Centres.

PROGRAMME POLICY DEVELOPMENTS

PLL consists of the following:

- Management, which is responsible for leadership, management and planning the Programme's activities
- Provincial and Local Liaison Administration
- Local Liaison and Information Management

- Institutional Development
- nine regional offices.

SERVICE DELIVERY OBJECTIVES AND INDICATORS

Provincial and Local Liaison Administration

Provincial and Local Liaison Administration is responsible for developing the capacity of government communicators to implement development communication principles.

In 2003/04, more than 85 staff members, including 18 newcomers, were trained in phases one, two and three of Development Communication, Networking, Media Liaison, Finance and General Administration. A number of staff were granted bursaries for various fields of study while others attended short courses. Eighteen new staff members were appointed countrywide, including three regional managers, senior COs and administrative staff.

COs were given extensive training in the Ward Information Management System, which was established to enhance content development, database accessibility, environmental analysis and managing the flow of information between district-based COs, regional managers and GCIS Head Office.

Institutional Development

Institutional Development is responsible for developing and maintaining well-functioning GCIS regional offices, each equipped with an Information Resource Centre (IRC) and co-ordinating and facilitating the MPCC programme of government.

In 2003/04, 16 of the 24 envisaged new MPCCs were established in the nine provinces. The remaining eight are at an advanced stage of establishment.

Through the MPCC Programme, more than 500 services from all spheres of government were delivered to the public where they were not provided previously.

A second-generation strategy for MPCCs was drafted, proposing that one MPCC should be established in each local municipality by 2014.

PLL, the State Information Technology Agency and Centre for Public Service Innovation visited MPCCs in all provinces and it was proposed that nine of them should be used for the launch of Gateway, providing electronic access to goods and services.

In the reporting period, an effective partnership was established with the Film Resource Unit, aimed at promoting an audiovisual strategy for MPCCs according to which film and video can be used to share important information on government services aimed at bettering the lives of ordinary people. A national workshop was held, which included communicators from all three spheres of government and community organisations, leaders from the two MPCC pilot projects and film-makers. The pilot programme is to be extended to three more MPCCs in 2004/05. A general roll-out strategy to all MPCCs is being developed. Mini film festivals and follow-up community workshops were held at the two pilot MPCCs for each of the theme months.

More than 14 pilot partnerships have been developed with national government departments and public-sector agencies wanting to use MPCCs as points of information and service delivery. One of the most exciting was the launch of Business Zones (mini-economic centres) at three MPCCs in partnership with the Department of Trade and Industry.

Local Liaison and Information

Local Liaison and Information Management promotes development communication and local content, supports local government into developing its own government communication structures and systems and analyses local information and the media environment.

A highlight in the reporting period was the hosting of the first-ever seminar on the development communication approach within the context of government communication. More than 70 government communicators from local, provincial and national levels participated after which a manual was developed.

Progress has been made in the extension of the system of government communication to the third sphere. A report and action plan as well as a manual on the resolutions of the June 2002 Local Government Communication Conference were finalised and distributed to all municipalities. An implementation plan for provincial roll-out workshops, including engagements with metropolitan municipalities, has been developed with two workshops held in the Free State and the Eastern Cape.

The nine regional offices

The nine regional offices' responsibilities include promoting government's development communication mandate, meeting identified public needs for government communication and information and designing the service-improvement plan for development communication clients.

SERVICE DELIVERY ACHIEVEMENTS

Subprogramme	Output	Output performance measures	Performance against targets	
			Target	**Actual**
Management	Strategic leadership and the development of communication partnerships	Regular meetings and support for provincial Heads of Communication	Quarterly	Three meetings held
		Establishment of GICs	60 GICs by December 2003	85 GICs established since 1999. 110 satellite distribution centres established
Liaison	Rural distribution network and channels for government information	Number of MPCCs established	Roll out of 60 MPCCs by December 2004	55 MPCCs established by March 2004
	Market research via focus groups in rural, semi-urban and urban areas	Number of focus groups and coverage	63 focus groups in all nine provinces	50 focus groups held in all nine provinces
	Integrated delivery of government information	Appointment of new COs and their training in development communication	170 COs trained	122 staff trained
	Support to communication structures at local government level	Development of strategy	March 2004	Tripartite working committee with the South African Local Government Association (SALGA), Department of Provincial and Local Government and GCIS established. Template for strategising at local government level developed. Various presentations on the system of local government communication made to SALGA, Provincial Heads of Communication Forum, various municipalities and metros. Training material for local councillors completed and sent to all municipalities.

PROGRAMME 5: COMMUNICATION SERVICE AGENCY (CSA)

AIM

This Programme aims to provide services such as media bulk-buying; the production of videos, radio programmes and photographs; and the content development, design, marketing and distribution of government material.

PROGRAMME POLICY DEVELOPMENTS

The Programme consists of:

■ Management
■ Marketing, Advertising and Distribution (MAD)
■ Product Development
■ Content Development.

During 2003/04, the CSA's work revolved around communication support to the four major information drives spearheaded by GCIS, namely: the President's annual State of the Nation Address (SONA) (February 2004), the *Imbizo* (April 2003), the Cabinet *Lekgotla* (June 2003) and the *Imbizo* (August/November 2003) through the rendering of in-house production services, outsourcing and through mechanisms such as bulk-buying.

SERVICE DELIVERY OBJECTIVE AND INDICATORS

Marketing, Advertising and Distribution

MAD manages the corporate identity (CI) of government; develops strategies for marketing distribution, event management, and public relations; and handles advertising for campaign and project communication plans for government. It is also responsible for bulk-buying of media space for government advertising.

Ninety-one briefs were developed for media placements on behalf of government clients. From February 2003 to November 2003, placement costs amounting to

R26 675 690 were handled by the CSA and a saving of 15% on media placement was negotiated for clients through the bulk-buying contract.

MAD co-ordinated the placement of advertisements for 15 departments and institutions, an average of five campaigns per department (Department of Health, Department of Transport, National Youth Commission, Department of Water Affairs and Forestry, National Intelligence Agency, Department of Arts and Culture [DAC], South African Local Government Association, Department of Provincial and Local Government, Department of Social Development, Department of Foreign Affairs, Department of Public Service and Administration, Department of Justice, Department of Labour, Department of Agriculture, The Presidency and Department of Public Enterprises). It also co-ordinated a multimedia publicity campaign around the SONA, 10 Years of Freedom, Arrive Alive, *imbizos*, Child Support Grant increases and the launch of the African Union (AU) through national, regional and community media.

Distribution of information products through the South African Post Office, Government Information Centres (GICs), Multi-Purpose Community Centres (MPCCs), non-governmental organisations, community-based organisations and libraries was also co-ordinated during this period.

A panel of advertising/public relations agencies was established and two tenders namely Distribution and Media Bulk-Buying were published. The distribution tender was awarded to Primemedia@home. The unit, in collaboration with the Research and Project Desk directorates, has purchased a media planning/research tool to add value to the communication campaign strategies developed by GCIS.

Engagement with the advertising and marketing industry continued in 2003/04. A Monitoring and Steering Committee, representing industry bodies and government, was established to monitor progress with transformation

and to guide preparations for a Government/Industry Plenary on Transformation in the Marketing and Advertising Industry planned for September 2004. The CSA co-ordinated nine meetings of the Monitoring and Steering Committee and also facilitated the ceremonial signing of the Values Statement produced during preparations for the Parliamentary Hearing at an official ceremony on 23 April 2003. Eleven industry bodies and three government departments (GCIS, Department of Communications [DOC] and the Department of Trade and Industry) participated. In February 2004, the Monitoring and Steering Committee commissioned The BEE Monitor, a partnership between the Black Management Forum and the Breakwater Monitor of the University of Cape Town, to conduct a baseline transformation audit of the industry. The research aims to develop an empowerment index for the industry to inform industry benchmarks and transformation targets. The final report will be available in September 2004.

A programme which proposes specific government actions to put into action the recommendations emanating from the Parliamentary Hearings was developed to promote transformation in terms of three important areas: government's media spend and procurement, transformation within the industry and transformation of the content. Cabinet endorsed the programme on 8 September 2003. An interdepartmental task team was constituted in September 2003 to co-ordinate implementation of the programme and policy development. The task team meets on a monthly basis.

In the reporting period, a variety of information products were produced by the CSA for mass distribution, i.e.:

■ five million copies of the Government's Programme of Action in all South African languages
■ one million copies of an information leaflet on the Imbizo (April) in all 11 languages
■ one million copies of a tabloid with information on economic opportunities and resolutions of the Growth and Development Summit
■ one million copies of a tabloid with information on the major findings of the Ten-Year Review
■ 600 000 copies of a booklet on the Truth and Reconciliation Commission's (TRC) final report.
■ The SONA, Imbizo and Ten-Year tabloids were produced in Braille through Tapes for the Blind.

The CSA completed the corporate branding and refurbishment of Midtown in 2002. Refurbishment and branding of GICs and MPCCs have commenced and will be completed over a period of three years, i.e. 2003/04 to 2005/06. The development of a CI Manual has been initiated, and roll-out to departments through training workshops will be implemented in the 2004/05 financial year.

Product Development

Product Development is responsible for the production of videos and radio programmes for other departments, including advertisements, documentaries and information and promotional products. It also provides graphic design, layout, exhibition design and photographic services.

The Radio Unit was responsible for several live link-ups to more than 30 community radio stations (CRS) and covered, among others: SONA, the Budget Speech, Presidential Imbizo, post-Cabinet Lekgotla, 40th anniversary of the Organisation of African Unity/AU, Heritage Day celebrations at the Union Buildings, the launch and closing events around the 16 Days of Activism in Kimberly and Cape Town respectively, the funeral of the late Walter Sisulu at Orlando Stadium and the GCIS Budget Vote.

The Radio Unit produced 25 radio advertisements (ranging from 30 seconds to 45 seconds) covering issues such as Presidential imbizos; Freedom Day celebrations; Child Support and Disability grants; the wage increase for domestic, retail and warehouse workers; 10 Years of Freedom celebrations; Social Development Month; voter registration; and the Identity Document (ID) Campaign. It also produced two-minute radio dramas on the Imbizo National Focus Week and Social Development Month.

The Radio Unit visited all CRS in Limpopo, Mpumalanga, KwaZulu-Natal, Free State, Western Cape, the North West.

Cabinet approved the establishment of the Satellite Communication Network for information-sharing and access to government and parliamentary information in August 2003. This is a joint project between GCIS and the DoC with the latter being responsible for satellite infrastructure roll-out and GCIS for the provision of government infor-

mation on the Network. The Department of Public Works is involved in the process of constructing the new radio studio and installation of audio equipment at the new GCIS parliamentary radio studio.

Video programmes were produced for a number of other departments: *Imbizo*, Women's Conversations; adverts for Department of Social Development; videos for DAC, The Presidency, Department of Education Awards, the Department of Health, the Department of Home Affairs' ID Campaign, Department of Correctional Services' rehabilitation video; the Department of Justice's *16 Days of Activism* advert; and the Presidential message.

GCIS programmes included: National Orders, SONA, International Investment Council, ad for 10 Years of Freedom, National Symbols, Freedom Park first-phase handing over, International Women's Day, Credentials, Hefer Report Briefing, and the TRC pay-out in Gauteng.

The Photography Unit provides The Presidency with photography coverage on all major events (*imbizos*, credentials, State visits, inaugurations, SONA, National Orders ceremonies, etc.) It also records service delivery of government departments. The Unit provides photographs for departments' calendars, booklets, pamphlets, etc. It also sources photos from photo agencies on request.

It produces photos for internal publications and projects as well as the *South Africa Yearbook* and *Pocket Guide to South Africa.*

The Unit facilitates the establishment, use and maintenance of an information digital photo library. The digital system makes it possible to reproduce and print instantly and to e-mail photos to newspapers within 30 minutes.

In 2003/04, the Design Unit contributed to various government campaigns. These included the development and presentation of the new National Orders, 10 Years of Freedom logo design and launch, Freedom Day celebrations, Youth Month celebration, *Resource Directory* for *Victims of Violence*, Government Communicators' Awards, Southern African Development Community Media Awards, Albert Luthuli Commemoration, the *Imbizo* Focus Weeks

and MPCC launches. It was also responsible for the production of publicity material for the mass multimedia campaign around the President's annual SONA.

Content Development

Content Development is responsible for developing a content strategy and key messages for government information products in consultation with the rest of the GCIS. It identifies government communication needs, the public's information needs and develops a content strategy for individual and transversal campaigns. It also provides and *ad hoc* editorial service to government clients and produces the *South Africa Yearbook*, *Pocket Guide to South Africa* and *Style Guide for Government Communicators.*

The *SA Yearbook 2002/03* was well received and launched at the South African National Art Gallery in Cape Town in February 2003. Twenty thousand copies of the *SA Yearbook* were published. Some 13 937 were distributed of which 10 706 were sold to retail, the Department of Foreign Affairs (DFA) and the general public. Side products included the first-ever *Pocket Guide to South Africa*, launched in May at the Mamelodi MPCC and a wall chart on South Africa's national symbols. Some 13 000 copies of the *Pocket Guide* were printed. By 31 October 2003, 12 352 were distributed of which 11 252 were sold to DFA, book stores and the general public. The wall chart was published in *Educator's Voice* and *Sunday Times.*

A training course in the use of plain language was outsourced and presented to 20 GCIS staff members in November 2003. A *Style Guide*, including the basics of plain language, is in progress.

The CSA handled around 400 copy-editing requests during 2003. These range from *Bua Magazine*, *Let's Talk*, *Project Management Handbook*, *Organisational Handbook*, *Bua Briefs* and material (tabloids, leaflets, advertisements, radio, video and exhibitions) for numerous events and issues such as SONA, *Ten-Year Review,* Africa Day, AU, AIDS, Social Development, TRC, MPCCs, National Orders and *imbizo.*

SERVICE DELIVERY ACHIEVEMENTS

Subprogramme	Output	Output performance measures	Performance against targets	
			Target	**Actual**
Management	Strategic leadership	Number of products	Average of requests per month	±30
Marketing	Marketing and distribution strategies and plans	Number of marketing and distribution strategies drafted and managed per year	Eight major national campaigns and 12 minor campaigns per year	Three major national campaigns and none for minor campaigns
	Briefs for advertising agencies and media placement agencies	Number of briefs for outsourcing of advertising; number of media plans	Five briefs and 40 media plans	25 briefs and 65 media plans
	Supplier database	Number of service-providers per communication service requirements	Eight	447 categories and 816 service-providers
	Strategy and action plans for the CI management of GCIS and government	Percentage of requests from national and provincial departments successfully fulfilled	95%	60% Process delayed due to numerous consultations with key departments
Product Development	Video and radio material	Total production minutes and clients serviced: 25	11 radio campaigns of eight minutes each, 15 video productions of 30 minutes each; and four videos of 10 minutes each	Video: 13 video products varying from adverts, doccies and inserts produced. Radio: 25 radio ads (between 30 and 45 seconds). 17 x 1 hour ministerial talk shows (during media briefings). 15 GCIS Ministerial briefings in Cape Town were transmitted live to CRS Six live broadcasts

| Subprogramme | Output | Output performance measures | Performance against targets | |
			Target	Actual
		Turn-around time for requests	Products delivered within client target	Radio: Five weeks pending client's co-operation. Video: Turn-around time within the stipulated requirements.
		Number of out-sourced productions or growing demand	Five radio campaigns of 10 minutes each and two video productions of 10 minutes each	Video: Four Radio: None
	Photographs	Percentage of requests from national and provincial departments successfully fulfilled	90%	90%
	Design and print	Percentage of requests from national and provincial departments successfully fulfilled	Clients targets achieved	99%
Content Development	Provincial and local content development briefing forums	Number of forums	One per region, totalling nine until 31 March 2004	Not implemented – Director vacancy up to October
	Content strategy implemented in government departments	Content strategy reflected in information products	Monthly product evaluation	Ongoing product evaluation including of *imbizo* products at Plain Language Workshop in Nov 2003; general products at Content and Creativity Workshop in Jan 2004; *South Africa Yearbook* at subdirectorates' workshop in March 2004.

Subprogramme	Output	Output performance measures	Performance against targets	
			Target	**Actual**
	Content strategy and input into the Communication Environment Report	Content strategy for information products	Beginning of the financial year.	Not implemented - vacancy of Director post up to October 2003. Carried over to the financial year 2004/05.
		Development of *South Africa Yearbook* and related material	One per year	Launched in February 2003. 2003/04 edition launched in March 2004.

PART IV: HUMAN RESOURCE MANAGEMENT
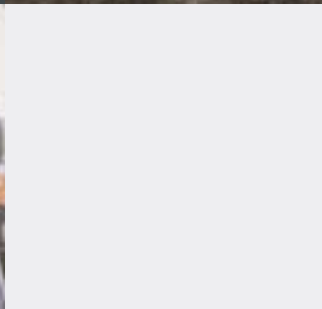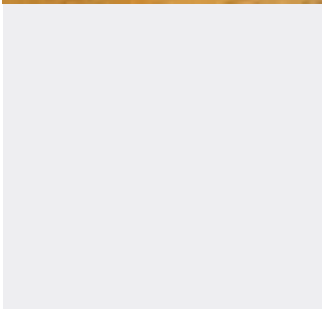
HUMAN RESOURCE OVERSIGHT STATISTICS FOR THE PERIOD APRIL 2003 TO MARCH 2004

Table 1.1 Main services for service-delivery improvement and standards

Main services	Actual and potential customers	Standard of service	Actual achievements against standards
1. Formulating and administration of media policy	Media	Media policies developed and properly administered	The Media Development and Diversity Agency (MDDA) Act was developed and is being fully implemented. The MDDA seeks to promote media diversity in the country.
2. Media monitoring	The Presidency, government departments and Ministers	To conduct daily media monitoring.	Daily media monitoring has been done and reports submitted to all relevant stakeholders for implementation and follow up
3. Conducting surveys to assess communication environment	Government	Surveys conducted, resulting in improved government communication	Surveys were conducted by the Research Unit and results presented to all the stakeholders
4. Conducting information and information needs studies	Public, government	Information needs and studies conducted. Results incorporated into products and services provided to all stakeholders	Public information needs and studies were established through regional offices, Multi-Purpose Community Centres (MPCCs) as well as through research conducted by GCIS Research Unit
5. Providing communication and information research advice	Government	Effectiveness of research-based initiatives (impact on government communication) established through monitoring and analysis	11 projects successfully completed and research findings presented
6. Providing media support services	Parliament, Cabinet, Press Gallery and Ministerial Liaison Officers (MLOs)	Provided, among other things, through the Information Resource Centre (IRC), information services to Members of Parliament, the public and the diplomatic corps	The Parliamentary Office recorded 3 072 (256/month) physical visit enquiries and 3 360 (280 /month) telephone enquiries during 2003/04
		Provided strategic and administrative support to the Presidential Press Corps and MLOs and media liaison for key events consistent with the Governments' Communication Strategy	Done

Main services	Actual and potential customers	Standard of service	Actual achievements against standards
7. Arranging fortnightly pre-Cabinet and post-Cabinet meetings	Media	Arranged pre-Cabinet and post-Cabinet briefings to ensure government's work is communicated to the public at large	Done
8. Holding Parliamentary Briefing Weeks	Parliament, media and diplomats	Arranged Parliamentary Media Briefing weeks after the State of Nation Address	Done
9. Assisting South African Missions to develop communication capacity	Department of Foreign Affairs (DFA)	Effective information flow through DFA and International Marketing Council's Communication Resource Centre	Done on a weekly basis
10. Providing secretarial services and content and leadership to the Government Communication Forum (GCF)	Government communicators	At least three GCF meetings	Three meetings took place
11. Accrediting foreign journalists	Foreign journalists and opinion-makers	To accredit foreign journalists and media whenever there are international events	Done
12. Developing media communication strategies for government campaigns	All government departments	Communication strategies developed and approved by the communication clusters	Communication strategies and key messages for government campaigns were developed for all five government communication clusters and approved. Fortnightly *Bua Briefs* were also produced.
13. Developing content strategy and key messages for government information products	Government	Content strategy and key messages developed for government information products	Done

Main services	Actual and potential customers	Standard of service	Actual achievements against standards
14. Developing content and key messages for products for transversal campaigns	Government	Content and key messages developed for transversal campaigns products	Done
15. Developing and managing training strategies on communication	Government departments, government communicators and MLOs. Training council, standards-generating body for government communicators.	Communication training strategies developed and managed	Communication training strategies developed and a new training course on government communication commenced in May 2004
16. Monitoring, evaluating and analysing print and electronic media	The Presidency and all Ministries	Print and electronic media monitored, evaluated and analysed	Done on a weekly basis
17. Developing marketing, advertising and distribution strategies	The Presidency and all Ministries	Marketing, advertising and distribution strategies developed and implemented	Done
18. Managing and administrating bulk-buying	Government departments, The Presidency and MPCCs	Media bulk-buying properly managed and administered	Done. There are, however, areas that require improvement. These are being addressed through the transformation of the marketing and advertising industry
19. Developing a distribution network	Government departments and MPCCs	Distribution networks developed	Done
20. Managing the corporate identity (CI) of government	Government departments and MPCCs	CI of government properly managed	*CI Manual* has been developed and training workshops will be conducted at all government departments in the next financial year
21. Recording footage for broadcast purposes	Government	Footage for radio and television broadcast produced	25 radio advertisements produced. 13 video products varying from adverts, ducumentaries and inserts produced.

Main services	Actual and potential customers	Standard of service	Actual achievements against standards
22. Designing and producing publications	Public broadcaster, MPCCs, Cabinet and The Presidency	Government information-related publications designed and produced	Done
23. Managing government's website	The Presidency and government departments	Government website properly managed	The revamping of the *Government Online* website commenced and the process will be completed in the next financial year
24. Disseminating information	Government	Government information disseminated	This was done through *Bua-News* and other information dissemination media
25. Developing products for transversal campaigns	Public, private sector and non-governmental organisations	Products for transversal campaigns developed	Done
26. Photographic assignments of transversal campaigns	Government departments, The Presidency and MPCCs	Photographs taken for transversal campaigns	Done

Table 1.2 Consultation arrangements for customers

Type of arrangements	Actual and potential customers	Actual achievements
1. Marketing, Advertising and Distribution The Marketing, Advertising and Distribution Directorate markets the services provided by the department to other government departments, e.g. media bulk-buying	The Presidency, Ministers, government departments, all government communicators, Ministerial Liaison Officers (MLOs) and media	Clients' needs are addressed through these consultation processes. There is also a clearer understanding of the roles and responsibilities of GCIS in enhancing the government communication system and its operations in ways that contribute to the process of further consolidating democracy and taking the country onto a higher growth and development path.
2. Cluster meetings Manage, convene and provide strategic direction to the communication clusters. Also help with the assessment of the communication environment.	Heads of Communication (HoCs) and MLOs	Cluster meetings were convened and strategic support provided

Type of arrangements	Actual and potential customers	Actual achievements
3. Government Communicators Forum (GCF) Through National Liaison, the GCF has been established to provide strategic direction for government communicators. It assists in developing communication strategies in line with the overall communication strategy. The GCF also assists communicators with the assessment of the communication environment and the communicators' communication needs. To ensure the enhanced quality of services provided, key performance areas were developed.	HoCs and MLOs	Three GCF meetings were held to assess the work of government communicators. Based on this regular interaction and frequent assessments, there is clearer evidence that the work of government communicators is improving.
4. Project Desk The Project Desk serves as the professional delivery mechanism for meeting government's communication needs through mobilising GCIS' expertise. It also serves as a single entry point for client requests.	Government departments	Meetings with clients were held before and after the completion of projects to ensure that throughout the project phase clients' needs and expectations were fully understood and met. Clients are also required to complete a questionnaire at the end of the project, providing feedback about the quality of services provided by GCIS. Exit reports for all transversal projects are compiled, indicating lessons learnt and what can be done in future to enhance the quality of output.
5. Multi-Purpose Community Centres (MPCCs) GCIS has embarked on a process of establishing MPCCs in every district to provide one-stop government services. These Centres are intended to assist community development and participation in government programmes. They also provide feedback to government as to the kind of information required by the public.	South African public	Clients are also consulted through GCIS' nine regional offices and 57 MPCCs. This form of unmediated interaction with the public ensures first-hand feedback from the public themselves on their government information needs. This assists GCIS in tailor-making products to meet the needs of the public.

Type of arrangements	Actual and potential customers	Actual achievements
6. *Imbizo* Campaign Feedback from the President's and other government role-players' meetings with the public. These is forwarded to the planning section of the organisation concerned.	South African public	A number of Presidential *Imbizos* and National Focus Weeks where the principals meet the public were organised. Through these initiatives, the principals obtained first-hand experience of what the public requires from government. Feedback mechanisms have been developed to ensure all issues raised by the public are addressed.
7. Electronic Information Resources The unit provides advice and support to government departments and provinces regarding website publishing to contribute towards increased government web presence and towards improved professionalism of government websites	Government departments and the public	Support was provided to government departments to ensure increased web presence and improved professionalism of government websites in terms of functionality and design

Table 1.3 Service delivery access strategy

Access strategy	Actual achievements
1. Government website	The Government website is updated on a daily basis to keep up with the latest information on government and its Programme of Action.
2. Establishment of Multi-Purpose Community Centres (MPCCs)	The organisation has established 57 MPCCs around the country. These Centres play an important role in providing government-related information and services to the public and especially those at grass roots level.
3. Establishment of Information Resource Centres (IRCs)	GCIS has established IRCs in all regional offices around the country to make government-related information more accessible to the public
4. The publishing of information directories	GCIS produces four directories on a yearly basis. They are: • *Directory of Contacts* • *Media Directory* • *Profile Directory* • *South African Government Directory.*

Access strategy	Actual achievements
5. Government and Media Liaison	Has successfully established BuaNews as an effective government news agency It organises media gatherings, which allow for interaction between newspaper editors and political principals It organises Cabinet press briefings, and Parliamentary as well as other media briefings
6. Information Centre	The Centre handles all enquiries from various clients. It distributes government-related information and provides government contact information and profiles electronically and in hard copy.

Table 1.4 Service information tool

Type of information tool	Actual achievements
1. Multi-Purpose Community Centres (MPCCs)	GCIS has established 57 MPCCs around the country. These Centres play an important role in providing government-related information to the public and especially those at grassroots level.
2. Government directories	GCIS produces information directories, which are distributed widely to the public both electronically and in hard copy. They are: • *Directory of Contacts* • *Media Directory* • *Profile Directory* • *South African Government Directory.*
3. Government Communicators Forum (GCF)	The GCF meets on a quarterly basis to discuss the communication and information needs of government communicators
4. Government website	The Government website is updated on a daily basis to reflect the latest government information.

Table 1.5 Complaints mechanism

Complaint mechanism	Actual achievements
1. Government Communicators Forum (GCF)	The GCF addresses the information and communication needs of government communicators. It meets quarterly.
2. Project Desk	The Project Desk receives feedback on projects completed on behalf of clients and these are addressed. An exit report is also compiled that reflects the lessons learnt.
3. Communication clusters	The clusters meet on a monthly basis. Communication-related issues are addressed. This has helped in developing their communication strategies.
4. Pre-Cabinet briefings	The chairperson assists in addressing queries raised by the different departments. These are communication-related issues.
5. Call Centre	All queries received via the Call Centre are forwarded to the relevant sections for response and there is follow-up to ensure that they have been addressed.

2.1 - Personnel costs by programme

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services (R'000)	Personnel cost as percent of total expenditure	Average personnel cost per employee (R'000)	Employment
P1: Administration	37,470	18,962	1,197	6,615	94.06%	1,567	121
P2: Policy and Research	16,511	3,997	102	4,418	97.51%	2,351	17
P3: Government & Media Liaison	12,866	8,760	372	915	95.93%	1,685	52
P4: Provincial & Local Liaison	25,939	16,976	496	71	97.16%	1,391	122
P5: Communication Service Agency	23,148	6,544	299	11,989	95.63%	1,769	39
P6: International Marketing & Mobilisation	0	0	0	0	0	0	0
Special functions	0	0	0	0	0	0	0
Total as on financial systems (BAS)	**115,934**	**55,239**	**2,466**	**24,008**	**95.72%**	**1,583**	**351**

2.2 - Personnel costs by salary band

Salary bands	Personnel expenditure (R'000)	Percentage of total personnel cost	Average personnel cost per employee (R'000)	Number of employees
Lower skilled (Levels 1-2)	1,903	3.4	70,481	27
Skilled (Levels 3-5)	2,017	3.6	63,031	32
Highly skilled production (Levels 6-8)	19,893	35.6	117,018	170
Highly skilled supervision (Levels 9-12)	20,151	36.1	212,116	95
Senior management (Levels 13-16)	11,877	21.3	439,889	27
TOTAL	**55,841**	**100**	**159,091**	**351**

2.3 – Salaries, overtime, home-owners allowance (HOA) and medical aid by programme

Programme	Salaries (R'000)	Salaries as % of personnel cost	Overtime (R'000)	Overtime as % of personnel cost	HOA (R'000)	HOA as % of personnel cost	Medical ass. (R'000)	Medical ass. as % of personnel cost	Total personnel cost (R'000)
D: Information Technology	1,257	71.9	0	0	7	0.4	91	5.2	1,748
Dir: News Services	1,331	67.3	99	5	26	1.3	66	3.3	1,978
IMC	215	77.3	0	0	0	0	9	3.2	278
P1: Information Centre	1,106	75.6	0	0	29	2	73	5	1,462
P1: CD: Administration	7,085	65.9	33	0.3	147	1.4	395	3.7	10,750
P2: CD: Policy and Research	2,809	70	0	0	65	1.6	177	4.4	4,013
P3: CD: Media Liaison	4,927	71.7	52	0.8	81	1.2	347	5.1	6,869
P4: CD: Prov and Local Liaison	12,435	73.4	0	0	304	1.8	825	4.9	16,939
P5: CD: Communication Service Agency	4,071	66.3	0	0	102	1.7	313	5.1	6,144
P5: SD: Support Services	501	72.3	0	0	30	4.3	28	4	693
SD: Electronic Information Resources	979	77.7	0	0	26	2.1	42	3.3	1,260
SD: Provisioning Administration	2,566	71.7	3	0.1	116	3.2	274	7.7	3,580
Spesiale programme	17	81	0	0	1	4.8	1	4.8	21
Unknown	71	67	0	0	1	0.9	6	5.7	106
TOTAL	**39,370**	**70.5**	**187**	**0.3**	**935**	**1.7**	**2,647**	**4.7**	**55,841**

2.4 – Salaries, overtime, home-owners allowance (HOA) and medical aid by salary band

Salary bands	Salaries (R'000)	Salaries as % of personnel cost	Overtime (R'000)	Overtime as % of personnel cost	HOA (R'000)	HOA as % of personnel cost	Medical ass. (R'000)	Medical ass. as % of personnel cost	Total personnel cost (R'000)
Lower skilled (Levels 1-2)	929	48.8	0	0	51	2.7	93	4.9	1,903
Skilled (Levels 3-5)	1,383	68.6	3	0.1	64	3.2	220	10.9	2,017
Highly skilled production (Levels 6-8)	14,791	74.4	111	0.6	396	2	1,115	5.6	19,893
Highly skilled supervision (Levels 9-12)	15,242	75.6	74	0.4	349	1.7	812	4	20,151
Senior management (Levels 13-16)	7,025	59.1	0	0	75	0.6	407	3.4	11,877
TOTAL	**39,370**	**70.5**	**188**	**0.3**	**935**	**1.7**	**2,647**	**4.7**	**55,841**

3.1 - Employment and vacancies by programme at end of period

Programme	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
D: Information Technology, Permanent	11	9	18.2	0
Dir: News Services, Permanent	12	12	0	0
P1: Information Centre, Permanent	13	12	7.7	0
P1: CD: Administration, Permanent	56	48	14.3	0
P1: CD: Administration, Temporary	1	1	0	1
P2: CD: Policy and Research, Permanent	18	17	5.6	0
P3: CD: Media Liaison, Permanent	50	40	20	0
P4: CD: Prov and Local Liaison, Permanent	170	122	28.2	0
P5: CD: Communication Service Agency, Permanent	39	31	20.5	0
P5: CD: Communication Service Agency, Temporary	1	1	0	0
P5: SD: Support Services, Permanent	7	5	28.6	0
SD: Electronic Information Resources, Permanent	9	7	22.2	0
SD: Provisioning Administration, Permanent	47	44	6.4	0
TOTAL	**434**	**349**	**19.6**	**1**

3.2 - Employment and vacancies by salary band at end of period

Salary band	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2), Permanent	27	27	0	0
Skilled (Levels 3-5), Permanent	35	32	8.6	0
Highly skilled production (Levels 6-8), Permanent	241	170	29.5	0
Highly skilled supervision (Levels 9-12), Permanent	105	94	10.5	0
Highly skilled supervision (Levels 9-12), Temporary	1	1	0	1
Senior management (Levels 13-16), Permanent	24	24	0	0
Senior management (Levels 13-16), Temporary	1	1	0	0
TOTAL	434	349	19.6	1

3.3 - Employment and vacancies by critical occupation at end of period

Critical occupations	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Administrative-related, Permanent	4	4	0	0
Auxiliary and related workers, Permanent	1	1	0	0
Cleaners in offices, workshops, hospitals etc., Permanent	16	16	0	0
Client inform clerks (switchb recept inform clerks), Permanent	3	2	33.3	0
Communication and information-related, Permanent	85	78	8.2	0
Communication and information-related, Temporary	1	1	0	1
Finance and economics-related, Permanent	6	5	16.7	0
Financial and related professionals, Permanent	5	5	0	0
Financial clerks and credit controllers, Permanent	7	7	0	0
Food services aids and waiters, Permanent	2	2	0	0
Head of department/chief executive officer, Permanent	1	1	0	0
Human resources & organisat developm & related prof, Permanent	5	1	80	0
Human resources clerks, Permanent	3	2	33.3	0
Human resources-related, Permanent	2	2	0	0
Information technology-related, Permanent	3	3	0	0
Language practitioners, interpreters & other commun, Permanent	163	100	38.7	0
Library mail and related clerks, Permanent	3	3	0	0
Light vehicle drivers, Permanent	2	2	0	0
Logistical support personnel, Permanent	3	3	0	0
Material-recording and transport clerks, Permanent	8	6	25	0
Messengers, porters and deliverers, Permanent	6	6	0	0
Other administrative & related clerks and organisers, Permanent	24	23	4.2	0
Other administrative policy and related officers, Permanent	4	3	25	0
Other information technology personnel, Permanent	6	4	33.3	0
Printing and related machine operators, Permanent	4	4	0	0
Secretaries & other keyboard operating clerks, Permanent	36	34	5.6	0
Security officers, Permanent	3	3	0	0
Senior managers, Permanent	23	23	0	0
Senior managers, Temporary	1	1	0	0
Trade labourers, Permanent	4	4	0	0
TOTAL	**434**	**349**	**19.6**	**1**

4.1 - Job evaluation

Salary band	Number of posts	Number of jobs evaluated	% of posts evaluated	Number of posts upgraded	% of upgraded posts evaluated	Number of posts downgraded	% of downgraded posts evaluated
Lower skilled (Levels 1-2)	27	0	0	0	0	0	0
Skilled (Levels 3-5)	35	1	2.9	1	100	0	0
Highly skilled production (Levels 6-8)	241	1	0.4	0	0	0	0
Highly skilled supervision (Levels 9-12)	106	1	0.9	0	0	0	0
Senior Management Service Band A	15	11	73.3	0	0	0	0
Senior Management Service Band B	7	4	57.1	0	0	0	0
Senior Management Service Band C	2	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
TOTAL	434	18	4.1	1	5.6	0	0

4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded

Beneficiaries	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	0	0	0	0	0
Total	1	0	0	0	1
Employees with a disability	0	0	0	0	0

4.3 - Employees whose salary level exceed the grade determined by job evaluation [i.t.o. PSR 1.V.C.3]

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation	No of employees in dept
Deputy Director	1	11	13	Retention	349
Total	1				

4.4 - Profile of employees whose salary level exceeded the grade determined by job evaluation [i.t.o. PSR 1.V.C.3]

Beneficiaries	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	0	0	0	0	0
Total	**1**	**0**	**0**	**0**	**1**
Employees with a disability	0	0	0	0	0

5.1 - Annual turnover rates by salary band

Salary band	Employment at beginning of period	Appointments	Terminations	Turnover rate
Lower skilled (Levels 1-2), Permanent	27	0	0	0
Skilled (Levels 3-5), Permanent	35	2	3	8.6
Highly skilled production (Levels 6-8), Permanent	166	25	11	6.6
Highly skilled supervision (Levels 9-12), Permanent	91	7	13	14.3
Senior Management Service Band A, Permanent	13	2	2	0
Senior Management Service Band B, Permanent	7	0	0	0
Senior Management Service Band C, Permanent	2	0	0	0
Senior Management Service Band D, Permanent	1	0	0	0
TOTAL	**342**	**36**	**29**	**8.5**

5.2 - Annual turnover rates by critical occupation

Occupation	Employment at beginning of period	Appointments	Terminations	Turnover rate
Administrative-related, Permanent	6	0	1	16.7
Cleaners in offices, workshops, hospitals etc., Permanent	16	0	0	0
Client inform clerks (switchb recept inform clerks), Permanent	2	0	0	0
Communication and information-related, Permanent	75	6	12	16
Finance and economics-related, Permanent	3	0	0	0
Financial and related professionals, Permanent	8	0	0	0
Financial clerks and credit controllers, Permanent	7	0	0	0
Food services aids and waiters, Permanent	2	0	0	0
Head of department/chief executive officer, Permanent	1	0	0	0
Human resources & organisat developm & relate prof, Permanent	1	0	0	0
Human resources clerks, Permanent	2	0	0	0
Human resources-related, Permanent	3	0	0	0
Information technology-related, Permanent	3	1	1	33.3
Language practitioners, interpreters & other commun, Permanent	97	21	7	7.2
Library mail and related clerks, Permanent	3	0	0	0
Light vehicle drivers, Permanent	2	1	1	50
Logistical support personnel, Permanent	3	0	0	0
Material-recording and transport clerks, Permanent	7	1	1	14.3
Messengers, porters and deliverers, Permanent	6	0	0	0
Other administrat & related clerks and organisers, Permanent	23	0	1	4.3
Other administrative policy and related officers, Permanent	2	0	0	0
Other information technology personnel, Permanent	4	1	1	25
Printing and related machine operators, Permanent	4	0	0	0
Secretaries & other keyboard operating clerks, Permanent	32	3	2	6.3
Security officers, Permanent	4	0	0	0
Senior managers, Permanent	22	1	2	9.1
Senior managers, Temporary	0	1	0	0
Trade labourers, Permanent	4	0	0	0
TOTAL	**342**	**36**	**29**	**8.5**

5.3 - Reasons why staff are leaving the department

Chart axis labels: 20, 15, 10, 5, 0

Category labels: Death, Permanent · Resignation, Permanent · Expiry of contract, Temporary · Retirement, Permanent · Other, Permanent
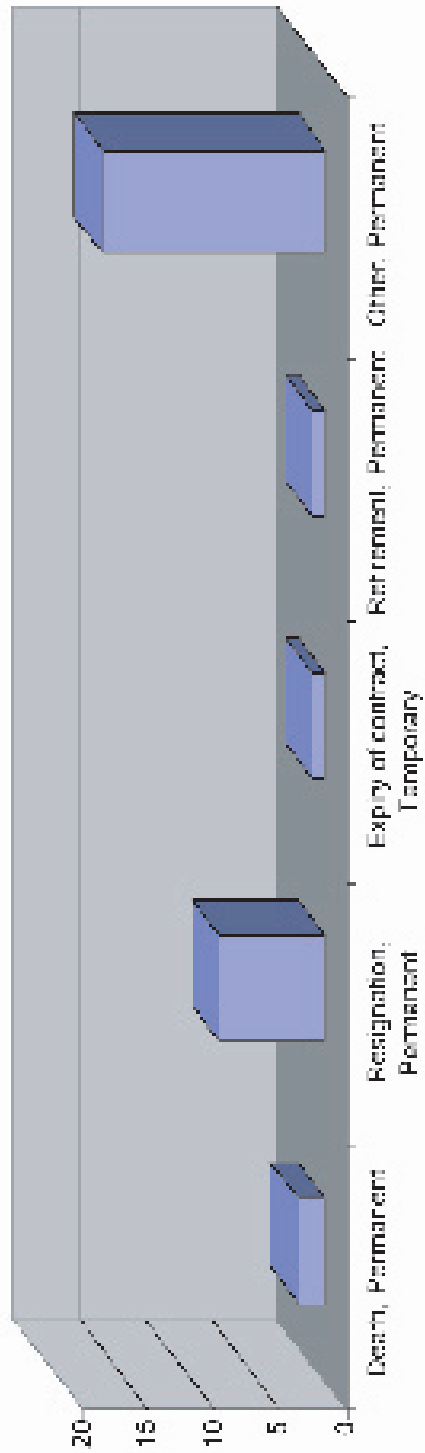
5.4 - Promotions by critical occupation

Occupation	Employment at beginning of period	Promotions to another salary level	Salary level promotions as a % of employment	Progressions to another notch within salary level	Notch progressions as a % of employment
Administrative-related	6	0	0	0	0
Cleaners in offices, workshops, hospitals etc.	16	0	0	14	87.5
Client inform clerks (switchb recept inform clerks)	2	0	0	1	50
Communication and information-related	75	14	18.7	33	44
Finance and economics-related	3	1	33.3	0	0
Financial and related professionals	8	1	12.5	2	25
Financial clerks and credit controllers	7	0	0	6	85.7
Food services aids and waiters	2	0	0	2	100
Head of department/chief executive officer	1	0	0	0	0
Human resources & organisat developm & relate prof	1	0	0	1	100
Human resources clerks	2	0	0	2	100
Human resources-related	3	0	0	2	66.7
Information technology-related	3	0	0	2	66.7
Language practitioners, interpreters & other commun	97	6	6.2	26	26.8
Library mail and related clerks	3	0	0	5	166.7
Light vehicle drivers	2	0	0	2	100
Logistical support personnel	3	0	0	0	0
Material-recording and transport clerks	7	2	28.6	4	57.1
Messengers, porters and deliverers	6	0	0	5	83.3
Other administrat & related clerks and organisers	23	1	4.3	8	34.8
Other administrative policy and related officers	2	0	0	4	200
Other information technology personnel	4	0	0	1	25
Printing and related machine operators	4	0	0	4	100
Secretaries & other keyboard operating clerks	32	0	0	18	56.3
Security officers	4	0	0	2	50
Senior managers	22	1	4.5	4	18.2
Trade labourers	4	0	0	4	100
TOTAL	342	26	7.6	152	44.4

5.5 - Promotions by salary bands
5.5.1 - Employment at the beginning of the period

Senior management (Levels 13-16),
Permanent
3%

Lower skilled (Levels 1-2), Permanent
14%

Skilled (Levels 3-5), Permanent
15%

Highly skilled supervision (Levels 9-12), Permanent
25%

Highly skilled production (Levels 6-8),
Permanent
43%

- Lower skilled (Levels 1-2), Permanent
- Skilled (Levels 3-5), Permanent
- Highly skilled production (Levels 6-8), Permanent
- Highly skilled supervision (Levels 9-12), Permanent
- Senior management (Levels 13-16), Permanent

5.5.2 - Promotions to another salary level

Lower skilled (Levels 1-2), Permanent
8%

Skilled (Levels 3-5), Permanent
10%

Highly skilled production (Levels 6-8), Permanent
48%

Senior management (Levels 13-16), Permanent
7%

Highly skilled supervision (Levels 9-12), Permanent
27%

- Lower skilled (Levels 1-2), Permanent
- Highly skilled supervision (Levels 9-12), Permanent
- Skilled (Levels 3-5), Permanent
- Senior management (Levels 13-16), Permanent
- Highly skilled production (Levels 6-8), Permanent

5.5.3 - Progressions to another notch within salary level

Lower skilled (Levels 1-2), Permanent
0%

Skilled (Levels 3-5), Permanent
8%

Highly skilled production (Levels 6-8), Permanent
31%

Senior management (Levels 13-16), Permanent
4%

Highly skilled supervision (Levels 9-12), Permanent
57%

- Lower skilled (Levels 1-2), Permanent
- Highly skilled supervision (Levels 9-12), Permanent
- Skilled (Levels 3-5), Permanent
- Senior management (Levels 13-16), Permanent
- Highly skilled production (Levels 6-8), Permanent

6.1 - Total number of employees (incl. employees with disabilities) per occupational category

Occupational categories	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
Legislators, senior officials and managers, Permanent	8	2	3	13	2	6	1	0	7	2	24
Legislators, senior officials and managers, Temporary	0	0	1	1	0	0	0	0	0	0	1
Professionals, Permanent	85	16	0	101	13	58	7	5	70	21	205
Professionals, Temporary	0	0	0	0	0	1	0	0	1	0	1
Clerks, Permanent	12	3	0	15	1	41	4	0	45	18	79
Service and sales workers, Permanent	2	1	0	3	0	0	0	0	0	0	3
Plant and machine operators and assemblers, Permanent	6	0	0	6	0	0	0	0	0	0	6
Elementary occupations, Permanent	14	0	0	14	0	15	1	0	16	0	30
TOTAL	**127**	**22**	**4**	**153**	**16**	**121**	**13**	**5**	**139**	**41**	**349**

	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
Employees with disabilities	2	0	0	2	2	1	0	0	1	1	6

6.2 - Total number of employees (incl. employees with disabilities) per occupational bands

Occupational bands	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
Top management, Permanent	1	0	0	1	1	0	1	0	1	0	3
Senior management, Permanent	9	2	3	14	1	6	0	0	6	2	23
Senior management, Temporary	0	0	1	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management, Permanent	34	6	0	41	10	21	1	4	26	14	90
Professionally qualified and experienced specialists and mid-management, Temporary	0	0	0	0	0	1	0	0	1	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	54	14	0	68	4	67	8	1	77	25	173
Semi-skilled and discretionary decision-making, Permanent	18	0	0	18	0	11	2	0	13	0	31
Unskilled and defined decision-making, Permanent	11	0	0	11	0	15	1	0	16	0	27
TOTAL	127	22	4	154	16	121	13	5	140	41	349

6.3 - Recruitment

Occupational bands	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
Senior management, Permanent	1										1
Senior management, Temporary	0	0	1	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management, Permanent	5	1	0	6	1	5	0	0	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	8	3	0	11	0	12	4	0	6	0	27
Semi-skilled and discretionary decision-making, Permanent	1	0	0	1	0	1	0	0		0	2
TOTAL	15	4	1	19	1	18	4	0	6	0	43

Occupational bands	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
Professionally qualified and experienced specialists and mid-management, Permanent	1	0	0	1	1	2	0	1	1	1	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	12	0	0	12	0	4	0	0	4	1	17
Semi-skilled and discretionary decision-making, Permanent	2	0	0	2	0	1	0	0	1	0	3
Unskilled and defined decision-making, Permanent	0	0	0	0	0	0	0	0	0	0	0
TOTAL	**15**	**0**	**0**	**15**	**1**	**7**	**0**	**1**	**6**	**2**	**26**

6.5 - Terminations

Occupational bands	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
Senior management, Permanent	2	0	0	2	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management, Permanent	6	1	1	8	0	3	1	0	4	1	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	7	0	0	7	0	4	0	0	4	0	11
Semi-skilled and discretionary decision-making, Permanent	2	0	0	2	1	0	0	0	0	0	3
TOTAL	**17**	**1**	**1**	**19**	**1**	**7**	**1**	**0**	**8**	**1**	**29**

6.6 - Disciplinary action

Disciplinary action	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
TOTAL	6	1	0	0	0	0	0	0	0	0	7

6.7 - Skills development

Occupational categories	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
Legislators, senior officials and managers	4	1	3	8	1	1	1	0	2	1	12
Professionals	40	1	2	43	3	35	1	3	39	13	98
Clerks	1	0	0	1	0	2	0	0	2	0	3
Service and sales workers	3	0	0	3	0	0	0	0	0	0	3
Craft and related trades workers	0	0	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0	0	0
TOTAL	48	2	5	55	4	38	2	3	43	14	116

7.1 - Performance rewards by race, gender and disability

	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
African, female	10	121	8.3	74	7,372
African, male	5	127	4	59	11,855
Asian, female	0	5	0	0	0
Asian, male	0	4	0	0	0
Coloured, female	0	13	0	0	0
Coloured, male	3	22	13.6	44	14,787
Black, female	10	139	7.2	74	7,372
Black, male	8	153	5.3	104	12,954
White, female	3	41	7.3	43	14,446
White, male	0	16	0	0	0
TOTAL	**21**	**349**	**6**	**221**	**10,509**

7.2 - Performance rewards by salary band for personnel below Senior Management Service

Salary band	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
Skilled (Levels 3-5)	1	32	3.1	4	4,000
Highly skilled production (Levels 6-8)	11	170	6.5	76	6,909
Highly skilled supervision (Levels 9-12)	7	95	7.4	108	15,429
TOTAL	**19**	**297**	**6.4**	**188**	**9,895**

7.3 - Performance rewards by critical occupation

Critical occupations	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
Communication and information-related	7	78	9	108	15,429
Financial clerks and credit controllers	1	7	14.3	6	6,000
Head of department/chief executive officer	1	1	100	23	23,000
Human resources clerks	1	2	50	10	10,000
Language practitioners, interpreters & other commun	1	100	1	10	10,000
Material-recording and transport clerks	1	6	16.7	4	4,000
Other administrative & related clerks and organisers	1	23	4.3	10	10,000
Secretaries & other keyboard operating clerks	7	34	20.6	41	5,857
Senior managers	1	24	4.2	9	9,000
TOTAL	21	275	7.6	221	10,524

7.4 - Performance-related rewards (cash bonuses) by salary band for Senior Management Service (SMS)

SMS Band	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)	% of SMS wage bill	Personnel cost SMS (R'000)
Band B	1	7	14.3	9	900	0.3	3,458
Band D	1	1	100	23	2,300	2.6	873
TOTAL	2	8	25	32	1,600	0.7	4,331

8.1 - Sick leave for Jan 2003 to Dec 2003

Salary band	Total days	% days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)	Total number of employees using sick leave	Total number of days with medical certification
Lower skilled (Levels 1-2)	85	72.9	16	6.7	5	11	240	62
Skilled (Levels 3-5)	180	83.9	24	10	8	30	240	151
Highly skilled production (Levels 6-8)	861	77.2	119	49.6	7	275	240	665
Highly skilled supervision (Levels 9-12)	480	82.5	67	27.9	7	276	240	396
Senior management (Levels 13-16)	78	87.2	14	5.8	6	125	240	68
TOTAL	1,684	79.7	240	100	7	717	240	1,342

8.2 - Disability leave (temporary and permanent) for Jan 2003 to Dec 2003

Salary band	Total days	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R'000)	Total number of days with medical certification	Total number of employees using disability leave
Lower skilled (Levels 1-2)	2	100	1	14.3	2	0	2	7
Highly skilled production (Levels 6-8)	164	98.8	6	85.7	27	55	162	7
TOTAL	166	98.8	7	100	24	55	164	7

8.3 - Annual leave taken for Jan 2003 to Dec 2003

Lower skilled (Levels 1-2;
9%

Skilled (Levels 3-5)
9%

Highly skilled production (Levels 6-8;
41%

Senior management (Levels 13-16)
7%

Highly skilled supervision (Levels 9-12)
26%

☐ Lower skilled (Levels 1-2;   ☐ Skilled (Levels 3-5)   ■ Highly skilled production (Levels 6-8;   ☐ Highly skilled supervision (Levels 9-12)   ■ Senior management (Levels 13-16)
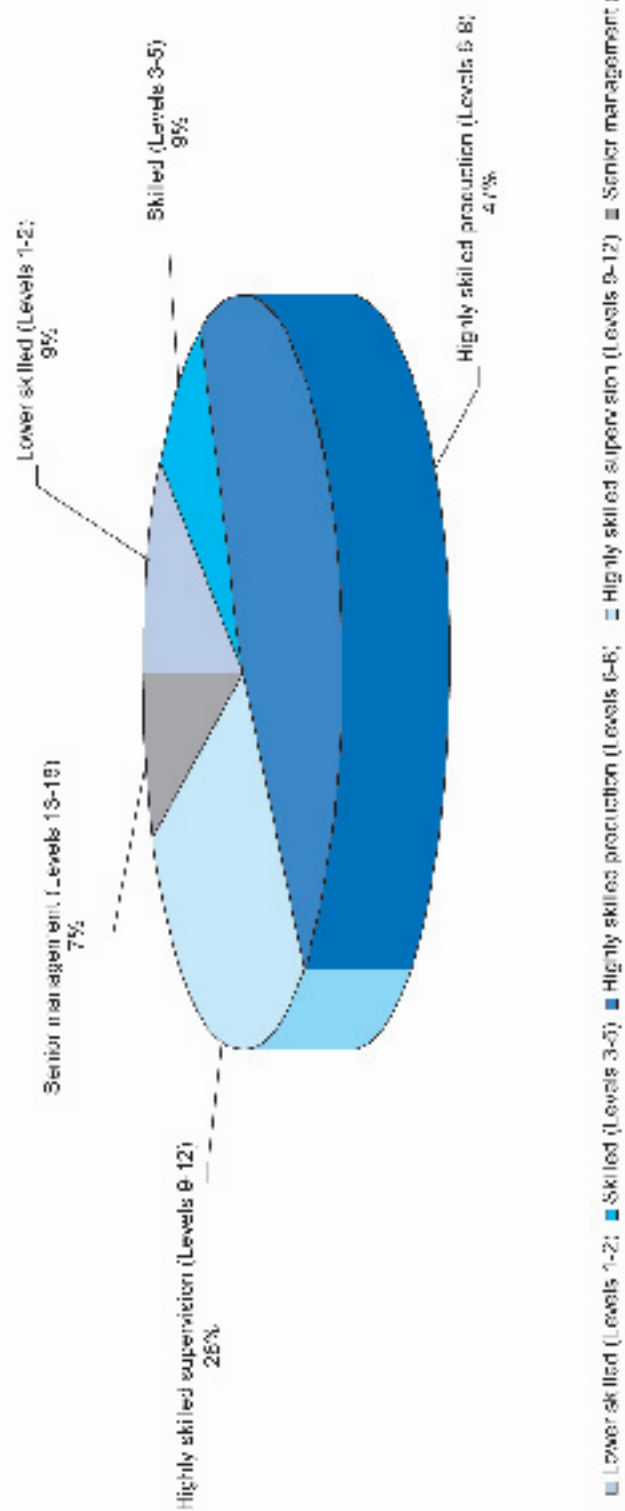
8.4 - Capped leave for Jan 2003 to Dec 2003

	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2003	Number of employees	Total number of capped leave available at 31 December 2003	Number of employees as at 31 December 2003
Lower skilled (Levels 1-2)	32	1	56	40	1,499	27
Skilled (Levels 3-5)	10	0	49	40	1,279	26
Highly skilled production (Levels 6-8)	176	4	31	40	3,333	109
Highly skilled supervision (Levels 9-12)	87	2	32	40	1,971	61
Senior management (Levels 13-16)	6	0	41	40	779	19
TOTAL	**311**	**8**	**37**	**40**	**8,861**	**242**

8.5 - Leave payout

Reason	Total amount (R'000)	Number of employees	Average payment per employee (R'000)
Leave payout for 2003/04 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave payout on termination of service for 2003/04	13	1	13,000
Current leave payout on termination of service for 2003/04	11	4	2,750
TOTAL	**24**	**5**	**4,800**

9.1 - Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
The nature of the GCIS' work does not necessarily put its employees at a high risk of contracting HIV and AIDS	The issue of occupational exposure is covered in the training on managing HIV and AIDS in the workplace and general awareness programmes presented to staff

9.2 - Details of health promotion and HIV and AIDS programmes

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Ms L Madalane: Director
2. Does the department have a dedicated unit or have you designated specific staff members to promote health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		The department has a dedicated unit with one employee with a budget of R160 000
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of the Programme.	X		The key element is access to counselling services. Regular presentations and workshops relevant to the issue are conducted. Staff are encouraged to test for HIV and AIDS and know their status.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	X		Mr K Semakane, Mr P Konaite, Ms M van Jaarsveld, Mr E Jiyane, Mr W Kamanga (a staff member from each Chief Directorate and a representative of Nehawu and the PSA)
5. Has the department reviewed the employment policies and practices of your department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	X		The GCIS HIV and AIDS: Training, Bursary, Employment, Job Evaluation, Resettlement, Grievance policies
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		Voluntary HIV and AIDS testing by employees. Employees are not required to inform management of their HIV and AIDS status. Status of HIV-positive employees is kept confidential. Employees living with HIV and AIDS are assured the same rights and responsibilities as any other staff members with equal treatment and opportunities.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved.	X		Talks on VCT as well as information on VCT sites have been made available
8. Has the department developed measures/ indicators to monitor & evaluate the impact of your health promotion programme? If so, list these measures/indicators.		X	Investigations into measures/indicators are under way

10.1 - Collective agreements

Subject matter	Date
None	

10.2 - Misconduct and disciplinary hearings finalised

Outcomes of disciplinary hearings	Number	Percentage of Total	Total
TOTAL	7	100	0

10.3 - Types of misconduct addressed and disciplinary hearings

Type of misconduct	Number	% of total
Attempted theft	2	28.6
Under influence of liquor	1	14.3
Fraudulent use of GCIS letter head	1	14.3
Misuse of GG vehicle	2	28.6
Theft	1	14.3
Total	7	

10.4 - Grievances lodged

Number of grievances addressed	Number	% of total
Resolved	0	0
Not resolved	1	100
Total	1	

10.5 - Disputes lodged

Number of disputes addressed	Number	% of total
Upheld	1	100
Dismissed	0	0
Total	1	

10.6 - Strike actions

Strike actions	
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

10.7 - Precautionary suspensions

Precautionary suspensions	
Number of people suspended	4
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	30
Cost (R'000) of suspensions	0

11.1 - Training needs identified
11.1.1 - Training needs identified by occupational categories

Clerks
2%

Service and sales workers
5%

Legislators, senior officials and managers
7%

Professionals
65%

Legend:
■ Legislators, senior officials and managers   ■ Professionals   ■ Clerks   ■ Service and sales workers
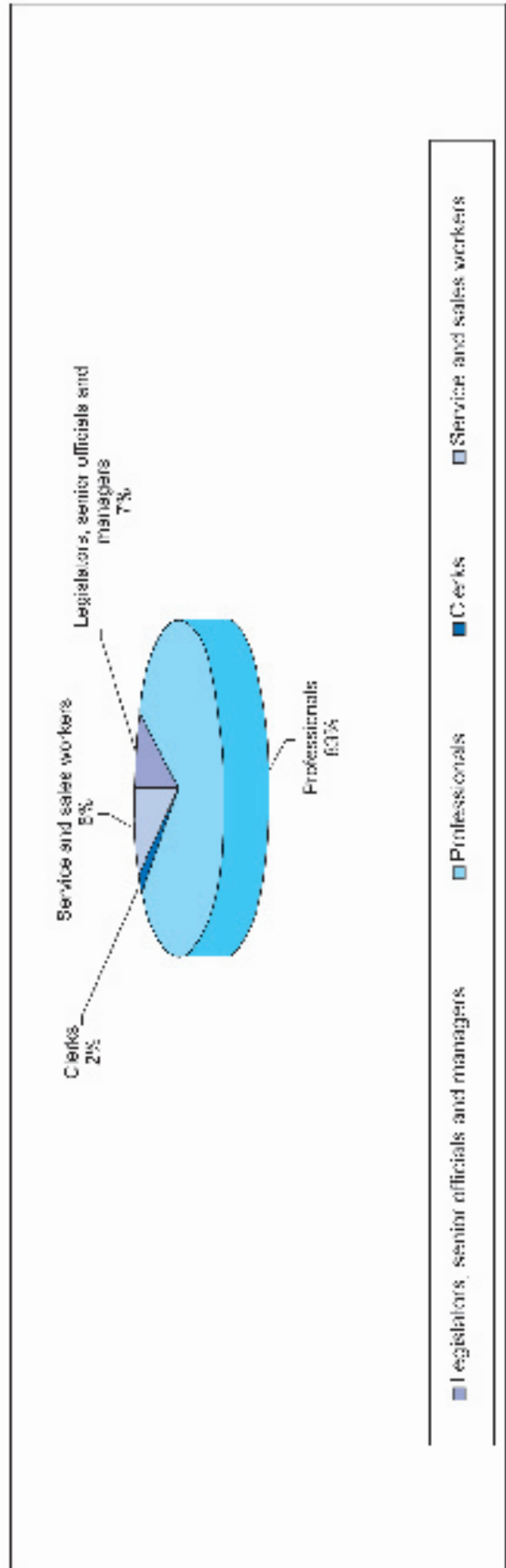
11.1.2 - Training needs identified by type of training

Other forms of training
24%

Learnership
7%

Skills programme & other short courses
69%

- Learnerships
- Skills programme & other short courses
- Other forms of training
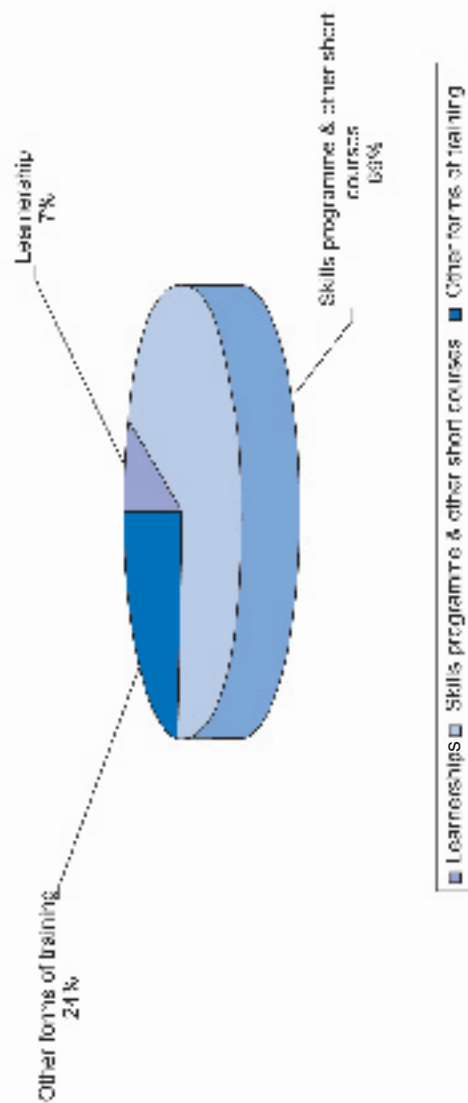
11.2 - Training provided
11.2.1 - Training provided by occupational categories

Legislators, senior officials and managers
10%

Service and sales workers
15%

Clerks
4%

Professionals
62%

- Legislators, senior officials and managers
- Professionals
- Clerks
- Service and sales workers
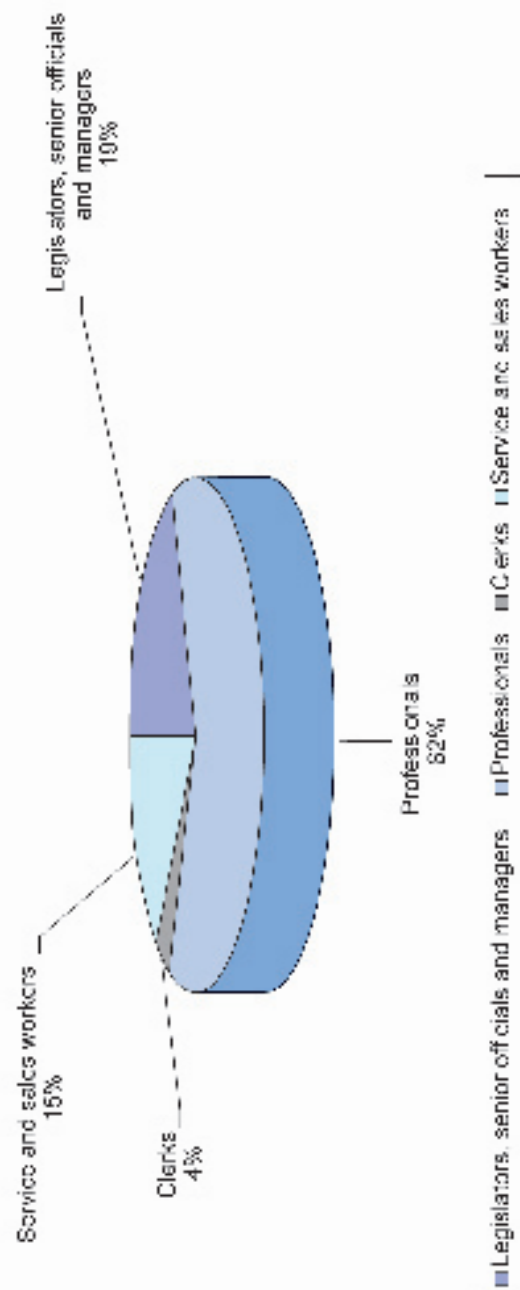
11.2.2 - Training provided by type of training

Learnerships
10%

Skills programmes and other short courses
90%

☐ Learnerships ☐ Skills programmes and other short courses
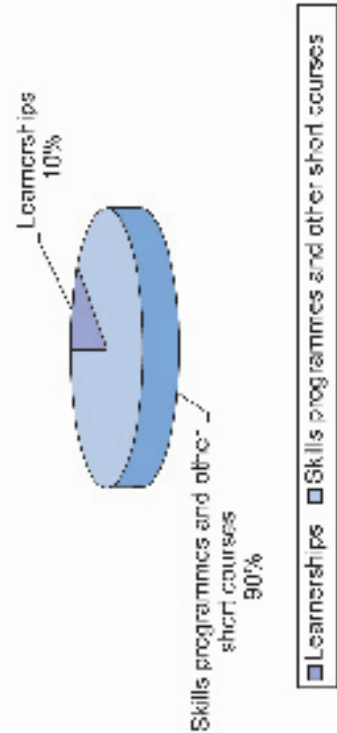
11.2.3 - Training provided by gender

Legislators, senior officials and managers | Professionals | Technicians and associate professionals | Clerks | Service and sales workers

☐ Female ☐ Male
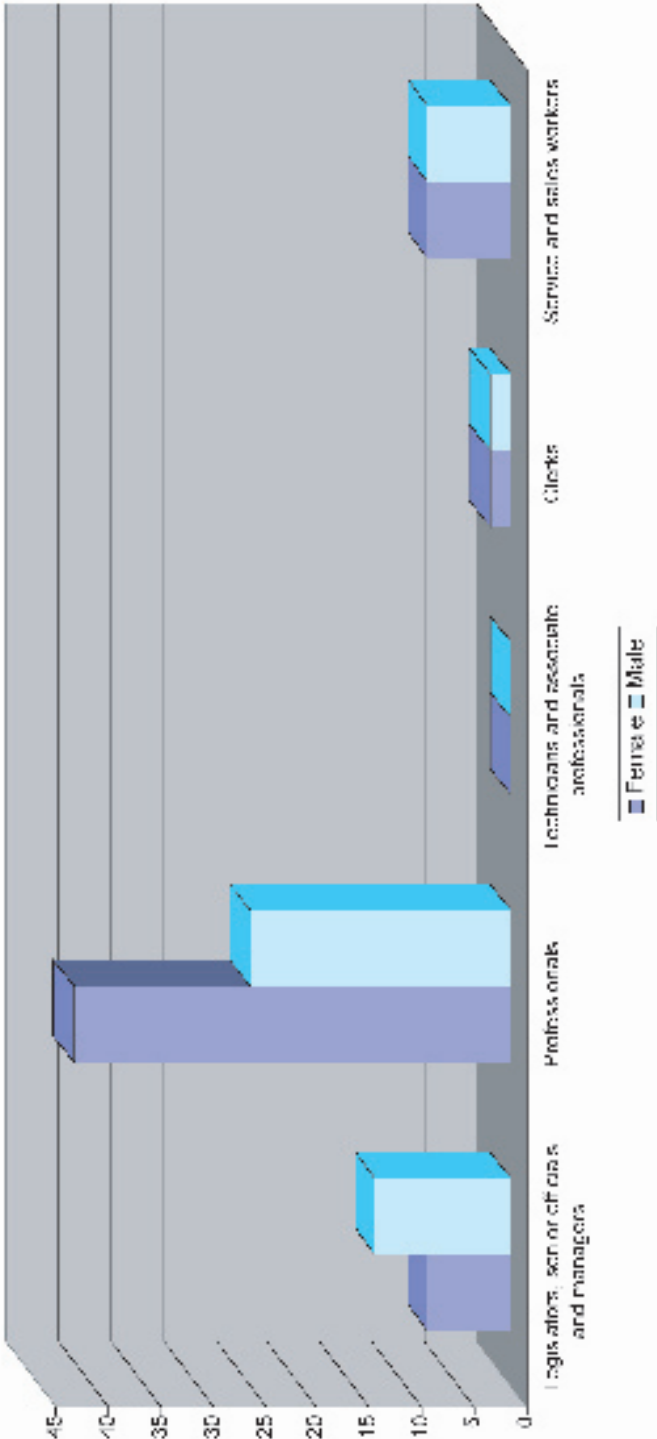
12.1 - Injury on duty

Nature of injury on duty	Number	% of total
Required basic medical attention only	0	0
Temporary total disablement	0	0
Permanent disablement	0	0
Fatal	0	0
Total	0	0

13.1 - Report on consultant appointments using appropriated funds

Project title	Total number of consultants who worked on the project	Duration: Work days	Contract value in Rand
Qualitative research – assessing the communication environment and the communication/information needs of the South African public	1	12 months	549,252
Assessing the impact of the *Presidential Imbizo*	1	6 weeks	79,573
Publishing and distribution of the *2003/04 SA Yearbook*	1	12 months	1,000,000
Simple language training and manual	1	2 months	72,420
Tracker research	1	12 months	3,089,172
Analysis of media content and agenda setting	1	12 months	369,360
Development, production and dissemination of a publication on economic opportunities and the facilitation of workshops	1	12 months	5,000,000
Maintenance, support and development of the GCIS Internet infrastructure and applications	1	24 months	1,116,288
Appointment of a media-buying agency for the bulk-buying of media space for print, electronic and outdoor media	1	24 months	Informed by needs
Integrated Marketing Communication – The Expanded Public Works Programme	1	2 months	3,000,000
Total			14,276,065

13.2 - Analysis of consultant appointments using appropriated funds, i.t.o. HDIs

Project title	Percentage ownership by HDI groups
Qualitative research – assessing the communication environment and the communication/information needs of the South African public	95
	65 women
Assessing the impact of the *Presidential Imbizo*	95
	65 women
Publishing and distribution of the *2003/04 SA Yearbook*	50
Simple language training and manual	100 women
Tracker research	not indicated
Analysis of media content and agenda setting	not indicated
Development, production and dissemination of a publication on economic opportunities and the facilitation of workshops	not indicated
Maintenance, support and development of the GCIS Internet infrastructure and applications	100

PART V: ANNUAL FINANCIAL STATEMENTS
31 MARCH 2004

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Report by the Accounting Officer to the Executive Authority and Parliament of the Republic of South Africa

1. General review of the state of financial affairs

Government Communications (GCIS) was allocated R176 457 000 for the 2003/04 financial year. This was increased by 1,2% during the adjustments estimates, resulting in a total budget of R178 508 000. The additional funds were to cover the following expenses:

(i) Roll-over funds of R1 677 000, which included R1 390 000 for invoices that were not received in time for payment by 31 March 2003, and R287 000 in respect of a tender for the analysis of media content and agenda setting

(ii) R374 000 for salary increases that were higher than expected.

An amount of R178 619 915 was spent by 31 March 2004. This amount reflects an overexpenditure of R111 915 (0,06%). Included in the overexpenditure is theft and losses of R115 517 which consist of losses through criminal conduct valued at R11 091, R54 545 worth of assets that were lost or stolen that we could not recover and R49 881 other debts that were written off. These are losses for which investigations were conducted and it was established that there was no negligence on the part of any official. Over and above the aforementioned overexpenditure of theft and losses, GCIS has also realised an overexpenditure of R1 476 000 in its current budget, resulting in the total overexpenditure of R1 591 517. However, a saving of R1 479 000 was realised in our capital budget, which in terms of the Public Finance Management Act (PFMA), 1999 could not be used to off-set the overexpenditure.

In line with the requirements of the PFMA, GCIS continues to adhere to sound financial management through a closely monitored action plan that addresses the key requirements of the PFMA and National Treasury Regulations. On an annual basis all the departmental financial policies are re-viewed to ensure that they are in line with the PFMA and the changed financial environment within the department.

GCIS is responsible for co-ordinating government communication and information dissemination to the public. It assists national departments with the drafting of communication strategies and programmes and ensures the integration of communication so that a coherent and uniform message is articulated by government.

The Chief Executive Officer (CEO) is the official government spokesperson, with the Secretariat serving as the strategising body.

A high premium is placed on development communication which emphasises direct dialogue, especially with citizens in disadvantaged areas. By the end of the 2003/04 financial year, 55 Multi-Purpose Community Centres (MPCCs) were operational. This figure is to increase to 79 during the 2004/05 financial year.

GCIS will continue to implement its mandate to keep the public informed of government's programmes, policies and plans. The key strategic focus areas of GCIS to achieve its key objectives are:

Strategic priorities of GCIS

- Giving greater direction to government communication
- Raising the standard of government communication through an appropriate performance evaluation system and development of core competencies for communicators
- Improving the communication environment through esta- blishing the Media Development and Diversity Agen- cy (MDDA) and the roll-out of the MPCC programme
- Developing a smarter working GCIS by improving the use of Information Communication Technologies
- Mass campaigns of unmediated public communication

including *imbizo*, multimedia campaigns, etc.

■ Giving strategic coherence to the country's international marketing campaigns by consolidating the work of the International Marketing Council (IMC) Trust, including rolling out programmes in selected countries on the basis of a brand identity.

GCIS strategic objectives

■ Ensuring that the voice of government is heard
■ Fostering a more positive communication environment
■ Having a clear understanding of the public's information needs and government's communication needs
■ Setting high standards for government communication.

Main programmes of GCIS

■ *Administration* is responsible for the overall management of the GCIS.
■ *Policy and Research* conducts communication research, develops media policy, provides communication advice and monitors government's Programme of Action from a communication perspective.
■ *Government and Media Liaison* ensures the integration of departmental communication and a professional service to the media.
■ *Provicial and Local Liaison* facilitates national, provincial and local co-operation and co-ordinates the intersectoral committee for establishing MPCCs.
■ *Communication Service Agency (CSA)* provides a range of media production services to GCIS and other government departments.
■ *International Marketing and Mobilisation* markets South Africa to the international community. This Programme has been changed to International Marketing and Media Development from the 2004/05 financial year to include the two public entities, namely the IMC and the MDDA.

2. Services rendered by the department

Tariff policy

GCIS produces posters, banners, photos and videos on behalf of other departments. Some of these photos and videos are sold to both the public and other departments. We also provide graphic design services to government departments and for GCIS-initiated projects. GCIS also has a contract with a private company for the selling of the *SA Yearbook*.

Tariffs are developed after determining the direct costs linked to the production of the products. Prices make no provision for a profit margin.

A total amount of approximately R80 434 was generated during 2003/04 for the selling of photos and videos while R219 445 was received from the private company in respect of the *SA Yearbook*.

The income generated through sales is deposited directly into the South African Revenue Service account on a monthly basis.

Inventories

Inventories kept at our main store consist of stationery to the value of R243 635. It is costed on the average price method.

3. Public entities

In respect of the IMC, irregular expenditure to the amount of R12,7 million was identified last year based on the report made by GCIS to the Office of the Auditor-General. At least R700 000 of this amount was identified as potentially fraudulent. Our immediate response was to ensure that the matter is reported to the Auditor-General, National Treasury and Standing Committee on Public Accounts. A report was also made to the South African Police Service, as well as the Scorpions. The Finance Manager has since been arrested and charged with theft. He appeared in court in March 2004 and the case was remanded to August 2004. Internal disciplinary steps were also instituted against the person responsible for the irregular expenditure.

As a means of preventing such an incident from recurring, we assisted the IMC to appoint consultants on a six-month contract to ensure the strengthening of the financial, human resource and administrative controls. Deloitte and Touche were appointed and finalised all the outstanding finance, procurement, human resource and administrative policies for the IMC by January 2004. We seconded one of

our Deputy Directors in Finance to work with the consulting firm in finalising the policies and ensuring continuity.

The IMC has appointed a Chief Financial Officer who commenced work on 1 April 2004. The allocation to the IMC is transferred quarterly, following an expenditure report outlining the utilisation of their budget. This expenditure report has to be signed by the CEO of the IMC. Through this process we trust that GCIS will be kept informed of the cash flow in the IMC.

Both the public entities under the control of GCIS, namely the IMC and the MDDA received transfer payments from GCIS. A once-off payment of R7 million was made to the MDDA on 1 April 2003, while four quarterly transfer payments totalling R62,7 million were made to the IMC, resulting in total transfers made to these two public entities of R69,7 million.

4. Corporate governance arrangements

GCIS developed a risk management and fraud prevention plan which is reviewed annually. A methodology/guideline was developed to assist in determining the risks facing GCIS. Among the factors taken into account in developing a risk management strategy were GCIS' previously audited financial statements and legislative requirements. The risk management strategy was integrated into the overall GCIS annual strategic planning session.

A fraud prevention policy has been developed to manage all fraud-related activities within the department. The work of the Internal Audit Section continues to ensure effective and efficient financial management systems within the organisation. Five Audit Committee meetings were held during the year under review, which evaluated the reports of the Internal Audit Section and those of the Auditor-General. All matters raised during the audit have been followed up and are being addressed.

5. Events after the reporting date

No material events occurred after the balance sheet date that have an influence on the financial statements and the financial position of GCIS.

6. Progress on financial management improvement

An implementation plan, in line with the requirements of the PFMA, was introduced during July 2000 whereby all aspects of sound financial management and administration were addressed. Each year, all GCIS staff are invited to workshops during which GCIS' financial guidelines and internal policies that have been drafted in line with the PFMA, are reviewed. In respect of the 2003/04 financial year, financial guidelines and policies were reviewed during March 2003. For the 2004/05 financial year, they were reviewed during March 2004. After being discussed and approved by the Secretariat, the financial guidelines are signed by the Accounting Officer and implemented with effect from 1 April. The approved GCIS financial guidelines and policies are distributed to all sections and are also available on the GCIS Intranet website.

In addition to the financial guidelines and policies, Branch, Programme and Responsibility Managers are appointed in writing to manage their budgets. Their financial responsibilities are executed in conjunction with performance contracts. In order to further enhance good financial management and administration in line with the PFMA, the Finance Section embarks on a workshop each year whereby all aspects of financial management and administration are discussed. An action plan is thereafter drafted and implemented. The workshop for 2003/04 financial year was held in May 2003.

A great improvement has been achieved in the past year on the management of our assets. Having realised that we were unable to rely entirely on Logis for the proper accountability of our assets, a parallel manual process of accounting for our assets in an asset register was embarked upon. Most of our excess assets were donated to schools after approval was obtained from National Treasury. We are happy to indicate that our assets are fully accounted for at this stage, with a very limited amount that is unused.

We however wish to indicate that the reconciliation of Bas/ Logis still remains a problem in the asset/inventory. Logis is purely a procurement and receipt system while BAS is a financial and budget system. They account differently

for inventories, thus making effective reconciliation very difficult. It is envisaged that this situation may improve with the introduction of Standard Chart of Accounts.

7. Performance information

Major performances included:

- Policy and Research facilitated the process for setting up the South African Chapter of the Southern African Development Community Media Awards, resulting in the establishment of the National Adjudication Committee for the Awards in June 2003. The Media Content Analysis project has continued to provide government departments and Cabinet *Lekgotla* with important insights into how the media perceives government and its Programme of Action. Research and information to enhance effective government communication were made available through an ongoing quantitative government communication tracking research programme and ongoing qualitative research projects.

- In 2003, Government and Media Liaison started with road shows to provinces in an effort to assist provinces and municipalities with the development of communication strategies in line with the National Communication Strategy. A Ministerial Parliamentary Media Briefing Week was held following the 2003 Presidential State of the Nation Address. In July 2003, a series of post-Cabinet *Lekgotla* briefings were held. The Programme was also actively involved in the international World Parks Congress in October 2003. The Programme also formed partnerships with new international news agencies to increase the reach of government information to an international audience.

  Four Government Communicators Forums were held during 2003 while the second Government Communicators' Awards ceremony – to recognise outstanding performances in all spheres of government – was held in December 2003. Fortnightly press briefings were held after Cabinet meetings and there was extensive press coverage of Cabinet decisions and positions.

  Bua Briefs disseminates the positions adopted by Cabinet on all matters of public interest, not only through the regular statements issued after each Cabinet meeting, but also more widely. It is distributed electronically nationally and internationally to opinion-makers and decision-makers in both business and government.

- A total of 55 MPCCs became operational between 2002/03 and 2003/04. Eighty-five Government Information Centres (GICs) have been established countrywide in local municipalities and MPCCs. Around 110 information points-of-presence distributing government information were established in local municipalities that do not have MPCCs or GICs, as a result of co-operation between GCIS and local authorities. More than 500 services in total have been made available to rural and developing communities, e.g. Home Affairs, Labour and Health services. Seventy Senior Communication Officials completed phases 1, 2 and 3 of training on development communication and general administration. Quarterly meetings with provincial Heads of Communication are held. Support to communication structures at local government level has been provided in the form of provincial communication as well as by holding work sessions with key stakeholders.

- The CSA was responsible for the production of publicity material for mass multimedia campaigns, including for the State of the Nation Address. In 2003, five million leaflets of a summarised version of the 2003 State of the Nation Address were produced in all official languages. Other initiatives of the campaign were the live link-up with 48 community radio stations to broadcast the Presidential Address, as well as consultation with organisations representing people with disabilities to publish the information in Braille and on tape. The event was also broadcast live (as part of outreach) at MPCCs and satellite points across South Africa through the 'Big Screen' programme which saw 58 community-based *Imbizo* events bringing the Address directly to the most rural communities.

  The CSA participated in the National Orders ceremony and produced a programme for the ceremony, a booklet with citations, a video programme of the event and photographs.

In 2003/04, the *SA Yearbook* was sold at bookstores for the second year. Additional products included the first-ever *Pocket Guide to South Africa* and a wall chart on information contained in the *SA Yearbook*, i.e. South Africa's national symbols.

During 2003/04, the CSA also produced one million *imbizo* leaflets in all South African languages for the *Imbizo* Focus Week in April 2003 and one million tabloids in all official languages for the *Imbizo* Focus Week in October 2003.

The Programme also assisted clients with the production and outsourcing of a number of media products for key government campaigns such as Youth Month, Africa Day celebrations and the Identity Document Campaign, which was linked to the Elections 2004. The Programme did the layout and design of the *Ten-Year Review Synthesis Report* and assisted with outsourcing print production. At the request of The Presidency, the Programme also distributed 12 000 copies of the Report to various stakeholders. The CSA developed and organised the registration of an official logo for the 10-Year celebrations.

■ A variety of information products were produced and disseminated in 2003 including posters, leaflets and booklets on the President's State of the Nation speech and the *SA Yearbook*. Information was also disseminated via community radio stations, Ministerial talk shows and other media, which increased the reach to citizens.
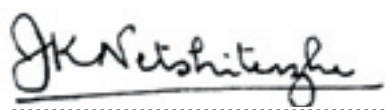
In order to finalise the budget allocations to programmes and sections for the following financial year and to complete the submission of the Estimates of National Expenditure and Medium Term Expenditure Framework, GCIS conducts a Budget *Lekgotla*. Programme and Responsibility Managers also submit reports on their performances for the previous year and business plans that indicate how they will spend their budget allocations in the new financial year.

During the financial year, a report is submitted monthly to the Budget Committee on the spending activities of each section. This is also used to determine the overall spending trends of the department and the actual performance. The Internal Audit Section also conducts an audit on the performance of sections whereafter a report is submitted to the Secretariat. Responsibility Managers also report on a monthly basis to the *Indibano* meeting and Programme Managers account for the performance of sections and Programmes to the Secretariat, chaired by the CEO, which meets weekly.

Approval

The annual financial statements set out on pages 77 to 110 have been approved by the Accounting Officer.

JK Netshitenzhe
Chief Executive Officer: GCIS
Date: 31 May 2004

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS OF THE GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM – VOTE 7 FOR THE YEAR ENDED 31 MARCH 2004

1. Audit assignment

The financial statements as set out on pages 77 to 110 for the year ended 31 March 2004, have been audited in terms of Section 188 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), read with sections 3 and 5 of the Auditor-General Act, 1995 (Act 12 of 1995). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting authority. My responsibility is to express an opinion on these financial statements, based on the audit.

2. Nature and scope

The audit was conducted in accordance with Statements of South African Auditing Standards. Those Standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements
- assessing the accounting principles used and significant estimates made by management
- evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations, which came to my attention and are applicable to financial matters.

I believe that the audit provides a reasonable basis for my opinion.

3. Audit opinion

In my opinion, the financial statements fairly present, in all material respects, the financial position of the Government Communication and Information System (GCIS) at 31 March 2004 and the results of its operations and cash flows for the year then ended, in accordance with prescribed accounting practice and in the manner required by the Public Finance Management Act, 1999 (Act 1 of 1999).

4. Emphasis of matter

Without qualifying the audit opinion expressed above, attention is drawn to the following matters:

4.1 Unauthorised expenditure

The appropriation statement reflects overspending of R1 591 000 on the current expenditure of five main divisions, which is disclosed as unauthorised expenditure in Note 10 to the financial statements.

4.2 Information systems audit

Due to a lack of adequate or approved policies and procedures, weaknesses were identified which related to the following:

- information security
- disaster recovery plan
- backup and recovery
- user account management.

Management has indicated that this is currently being addressed.

5. Appreciation

The assistance rendered by the staff of the GCIS during the audit is sincerely appreciated.

N Manik
for **Auditor-General**
23 July 2004, Pretoria

STATEMENT OF ACCOUNTING POLICIES AND RELATED MATTERS FOR THE YEAR ENDED 31 MARCH 2004

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material respects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act, 1999 (Act 1 of 1999), (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act, and the Division of Revenue Act, 2003 (Act 7 of 2003).

1. Basis of preparation

The financial statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. The reporting entity is in transition from reporting on a cash basis of accounting to reporting on an accrual basis of accounting. Under the cash basis of accounting transactions and other events, transactions are recognised when cash is received or paid. Under the accrual basis of accounting transactions, other events are recognised when incurred and not when cash is received or paid.

2. Revenue

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the Adjustment Estimates of National Expenditure. Unexpended voted funds are surrendered to the National Revenue Fund.

Interest and dividends received are recognised upon receipt of the funds, and no accrual is made for interest or dividends receivable from the last receipt date to the end of the reporting period. They are recognised as revenue in the financial statements of the department and then transferred to the National Revenue Fund.

3. Current expenditure

Current expenditure is recognised in the income statement when the payment is made.

4. Unauthorised, irregular and fruitless and wasteful expenditure

Unauthorised expenditure means:

■ the overspending of a vote or a main division within a vote, or

■ expenditure that was not made in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

Unauthorised expenditure is treated as a current asset in the balance sheet until such expenditure is recovered from a third party or funded from future voted funds.

Irregular expenditure means expenditure, other than unauthorised expenditure, incurred in contravention of or not in accordance with a requirement of any applicable legislation, including the:

■ Public Finance Management Act, 1999

■ State Tender Board Act, or any regulations made in terms of this Act.

Irregular expenditure is treated as expenditure in the income statement.

Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure must be recovered from a responsible official (a debtor account should be raised), or the vote if responsibility can not be determined. It is treated

as a current asset in the balance sheet until such expenditure is recovered from the responsible official or funded from future voted funds.

5. Debts written off

Debts are written off when identified as irrecoverable. No provision is made for irrecoverable amounts.

6. Capital expenditure

Expenditure for physical items on hand on 31 March 2004, to be consumed in the following financial year, is written off in full when they are paid and are accounted for as expenditure in the income statement.

7. Receivables

Receivables are not normally recognised under the cash basis of accounting. However, receivables included in the balance sheet arise from cash payments that are recoverable from another party.

Receivables for services delivered are not recognised in the balance sheet as a current asset or as income in the income statement, as the financial statements are prepared on a cash basis of accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the financial statements.

8. Payables

Payables are not normally recognised under the cash basis of accounting. However, payables included in the balance sheet arise from cash receipts that are due to the National Revenue Fund or another party.

9. Provisions

A provision is a liability of uncertain timing or amount. Provisions are not normally recognised under the cash basis of accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the financial statements.

10. Lease commitments

Lease commitments for the period remaining from the reporting date until the end of the lease contract are disclosed as part of the disclosure notes to the financial statements. These commitments are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on the cash basis of accounting.

11. Accruals

This amount represents goods/services that have been delivered, but no invoice has been received from the supplier at the reporting date, or an invoice has been received but remains unpaid at the reporting date. These amounts are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on a cash basis of accounting, but are however, disclosed as part of the disclosure notes.

12. Employee benefits

Short-term employee benefits

The cost of short-term employee benefits is expensed in the income statement in the reporting period when the payment is made. Short-term employee benefits, that give rise to a present legal or constructive obligation, are deferred until they can be reliably measured and then expensed. Details of these benefits and the potential liabilities are disclosed as a disclosure note to the financial statements and are not recognised in the income statement.

Termination benefits

Termination benefits are recognised and expensed only when the payment is made.

Retirement benefits

The department provides retirement benefits for its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the Fund are expensed when money is paid to the Fund. No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of the employer department.

Medical benefits

The department provides medical benefits for its employees through defined benefit plans. These benefits are funded by employer and employee contributions. Employer contributions to the Fund are expensed when money is paid to the Fund. No provision is made for medical benefits in the financial statements of the department.

Post-retirement medical benefits for retired members are expensed when the payment is made to the Fund.

13. Capitalisation reserve

The capitalisation reserve represents an amount equal to the value of the investments and/or loans capitalised for the first time in the previous financial year. On disposal, repayment or recovery, such amounts are transferable to the Revenue Fund.

14. Recoverable revenue

Recoverable revenue represents payments made and recognised in the income statement as an expense in previous years due to non-performance in accordance with an agreement, which have now become recoverable from a debtor. Repayments are transferred to the Revenue Fund as and when the repayment is received.

15. Comparative figures

Where necessary, comparative figures have been restated to conform to changes in the presentation in the current year. The comparative figures shown in these financial statements are limited to the figures shown in the previous year's audited financial statements and such other comparative figures that the department may reasonably have available for reporting.

Appropriation Statement for the year ended 31 March 2004

Programme	Adjusted appropriation R'000	Virement R'000	2003/04 Revised allocation R'000	Actual expenditure R'000	Savings/underspend (excess) R'000	Expenditure as % of revised allocation	2002/03 Revised allocation R'000	Actual expenditure R'000
1 **Administration**	**37,038**	**317**	**37,355**	**37,470**	**(115)**	**100.3%**	**34,775**	**34,773**
Current	32,800	(677)	32,123	32,238	(115)	100.4%	28,869	28,867
Capital	4,238	994	5,232	5,232	-	100.0%	5,906	5,906
2 **Policy and Research**	**15,897**	**615**	**16,512**	**16,511**	**1**	**100.0%**	**10,393**	**10,106**
Current	15,658	601	16,259	16,264	(5)	3	10,156	9,869
Capital	239	14	253	247	6	3	237	237
3 **Government and Media Liaison**	**13,089**	**(189)**	**12,900**	**12,866**	**34**	**99.7%**	**11,571**	**11,104**
Current	12,386	(203)	12,183	12,294	(111)	100.9%	10,952	10,486
Capital	703	14	717	572	145	79.8%	619	618
4 **Provincial and Local Liaison**	**25,777**	**(154)**	**25,623**	**25,939**	**(316)**	**101.2%**	**22,383**	**22,376**
Current	25,023	(171)	24,852	25,489	(637)	102.6%	20,989	20,982
Capital	754	17	771	450	321	58.4%	1,394	1,394
5 **Communication Service Agency**	**24,021**	**(589)**	**23,432**	**23,148**	**284**	**98.8%**	**24,606**	**23,689**
Current	21,137	(379)	20,758	21,481	(723)	103.5%	22,768	21,851
Capital	2,884	(210)	2,674	1,667	1,007	62.3%	1,838	1,838
6 **International Marketing and Mobilisation**	**62,686**	**-**	**62,686**	**62,686**	**-**	**100.0%**	**50,000**	**49,998**
Current	62,686	-	62,686	62,686	-	100.0%	49,993	49,991
Capital	-	-	-	-	-	-	7	7
Total	**178,508**	**-**	**178,508**	**178,620**	**(112)**	**100.1%**	**153,728**	**152,046**

Reconciliation with income statement

			Revised allocation R'000	Actual expenditure R'000			Revised allocation R'000	Actual expenditure R'000
Less: Investments acquired and capitalised during the current financial year – expensed for appropriation purposes			-	-			-	-
Add: Local and foreign aid assistance (incl. RDP funds)			-	-			-	-
Add: Appropriation for unauthorised expenditure			-	-			4,090	4,090
Add: Other receipts			8,393	-			679	-
Actual amounts per income statement			186,901	178,620			158,497	152,046

Appropriation Statement for the year ended 31 March 2004

Economic classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ underspend (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Current	**169,690**	**(829)**	**168,861**	**170,451**	**(1,590)**	**100.9%**	**143,727**	**142,046**
Personnel	55,346	(106)	55,240	55,239	1	100.0%	48,545	48,541
Transfer payments	69,686	-	69,686	69,686	-	100.0%	3,000	3,000
Other	44,658	(723)	43,935	45,526	(1,591)	103.6%	92,182	90,505
Capital	**8,818**	**829**	**9,647**	**8,169**	**1,478**	**84.7%**	**10,001**	**10,000**
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	8,818	829	9,647	8,169	1,478	84.7%	10,001	10,000
Total	**178,508**	**-**	**178,508**	**178,620**	**(112)**	**100.1%**	**153,728**	**152,046**

Standard item classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ underspend (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Personnel	55,346	(106)	55,240	55,239	1	100.0%	48,545	48,541
Administrative	15,289	444	15,733	16,651	(918)	105.8%	13,220	13,144
Inventories	2,696	(280)	2,416	2,422	(6)	100.2%	3,094	2,814
Equipment	10,485	1,318	11,803	10,325	1,478	87.5%	11,101	11,098
Land and buildings	477	(303)	174	174	-	100.0%	224	224
Professional and special services	24,529	(1073)	23,456	24,008	(552)	102.4%	74,139	72,820
Transfer payments	69,686	-	69,686	69,686	-	100.0%	3,000	3,000
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	115	(115)	-	405	405
Total	**178,508**	**-**	**178,508**	**178,620**	**(112)**	**100.1%**	**153,728**	**152,046**

Detail per Programme 1: Administration for the year ended 31 March 2004

	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/(excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
1 Management	**4,001**	**(278)**	**3,723**	**3,723**	**-**	**100.0%**	**3,481**	**3,481**
Current	3,957	(315)	3,642	3,642	-	100.0%	3,365	3,365
Capital	44	37	81	81	-	100.0%	116	116
1 Corporate Services	**33,037**	**595**	**33,632**	**33,747**	**(115)**	**100.3%**	**31,294**	**31,292**
Current	28,843	(362)	28,481	28,596	(115)	100.4%	25,504	25,502
Capital	4,194	957	5,151	5,151	-	100.0%	5,790	5,790
Total	**37,038**	**317**	**37,355**	**37,470**	**(115)**	**100.3%**	**34,775**	**34,773**

Economic classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/(excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Current	**32,800**	**(677)**	**32,123**	**32,238**	**(115)**	**100.4%**	**28,869**	**28,867**
Personnel	19,091	(129)	18,962	18,962	-	100.0%	17,491	17,491
Transfer payments	-	-	-	-	-	-	-	-
Other	13,709	(548)	13,161	13,276	(115)	100.9%	11,378	11,376
Capital	**4,238**	**994**	**5,232**	**5,232**	**-**	**100.0%**	**5,906**	**5,906**
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	4,238	994	5,232	5,232	-	100.0%	5,906	5,906
Total	**37,038**	**317**	**37,355**	**37,470**	**(115)**	**100.3%**	**34,775**	**34,773**

Detail per Programme 1: Administration for the year ended 31 March 2004

Standard item classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Personnel	19,091	(129)	18,962	18,962	-	100.0%	17,491	17,491
Administrative	4,084	(460)	3,624	3,624	-	100.0%	3,204	3,204
Inventories	1,106	(117)	989	989	-	100.0%	1,050	1,049
Equipment	5,611	1413	7,024	7,024	-	100.0%	6,739	6,738
Land and buildings	384	(243)	141	141	-	100.0%	162	162
Professional and special services	6,762	(147)	6,615	6,615	-	100.0%	5,724	5,724
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	115	(115)	-	405	405
Total	**37,038**	**317**	**37,355**	**37,470**	**(115)**	**100.3%**	**34,775**	**34,773**

Appropriation Statement
Detail per Programme 2: Policy and Research for the year ended 31 March 2004

Programme per subprogramme		Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
				2003/04				2002/03	
2.1	Management	783	(26)	757	757	-	100.0%	1,512	1,226
	Current	739	(25)	714	714	-	100.0%	1,380	1,094
	Capital	44	(1)	43	43	-	100.0%	132	132
2.2	Policy	10,259	(42)	10,217	10,216	1	100.0%	5,075	5,075
	Current	10,097	(57)	10,040	10,045	(5)	100.0%	4,996	4,996
	Capital	162	15	177	171	6	96.6%	79	79
2.3	Research	4,855	683	5,538	5,538	-	100.0%	3,806	3,805
	Current	4,822	683	5,505	5,505	-	100.0%	3,780	3,779
	Capital	33	-	33	33	-	100.0%	26	26
	Total	15,897	615	16,512	16,511	1	100.0%	10,393	10,106

Economic classification	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
			2003/04				2002/03	
Current	15,658	601	16,259	16,264	(5)	100.0%	10,156	9,869
Personnel	4,014	(16)	3,998	3,997	1	100.0%	3,131	3,131
Transfer payments	7,000	-	7,000	7,000	0	100.0%	3,000	3,000
Other	4,644	617	5,261	5,267	(6)	100.1%	4,025	3,738
Capital	239	14	253	247	6	97.6%	237	237
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	239	14	253	247	6	97.6%	237	237
Total	15,897	615	16,512	16,511	1	100.0%	10,393	10,106

Appropriation Statement
Detail per Programme 2: Policy and Research for the year ended 31 March 2004

Standard item classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Personnel	4,014	(16)	3,998	3,997	1	100.0%	3,131	3,131
Administrative	743	(15)	728	734	(6)	100.8%	335	335
Inventories	157	(42)	115	115	-	100.0%	958	681
Equipment	239	14	253	247	6	97.6%	238	237
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	3,744	674	4,418	4,418	-	100.0%	2,731	2,722
Transfer payments	7,000	-	7,000	7,000	-	100.0%	3,000	3,000
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	-	-	-	-	-
Total	**15,897**	**615**	**16,512**	**16,511**	**1**	**100.0%**	**10,393**	**10,106**

Appropriation Statement
Detail per Programme 3: Government and Media Liaison for the year ended 31 March 2004

Programme per subprogramme		2003/04						2002/03	
		Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
3.1	Management	**3,475**	**(242)**	**3,233**	**3,117**	**116**	**96.4%**	**3,102**	**2,905**
	Current	2,988	(242)	2,746	2,746	-	100.0%	2,738	2,541
	Capital	487	-	487	371	116	76.2%	364	364
3.2	National Liaison	**2,479**	**77**	**2,556**	**2,564**	**(8)**	**100.3%**	**2,429**	**2,324**
	Current	2,425	77	2,502	2,511	(9)	100.4%	2,424	2,319
	Capital	54	-	54	53	1	98.1%	5	5
3.3	International and Media Liaison	**4,523**	**(244)**	**4,279**	**4,347**	**(68)**	**101.6%**	**3,283**	**3,283**
	Current	4,426	(258)	4,168	4,243	(75)	101.8%	3,280	3,280
	Capital	97	14	111	104	7	93.7%	3	3
3.4	News Service	**2,612**	**220**	**2,832**	**2,838**	**(6)**	**100.2%**	**2,159**	**1,995**
	Current	2,547	220	2,767	2,794	(27)	101.0%	1,965	1,801
	Capital	65	-	65	44	21	67.7%	194	194
3.5	Client Training Services	-	-	-	-	-	-	**598**	**597**
	Current	-	-	-	-	-	-	545	545
	Capital	-	-	-	-	-	-	53	52
	Total	**13,089**	**(189)**	**12,900**	**12,866**	**34**	**99.7%**	**11,571**	**11,104**

Appropriation Statement
Detail per Programme 3: Government and Media Liaison for the year ended 31 March 2004

Economic classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Current	**12,386**	**(203)**	**12,183**	**12,294**	**(111)**	**100.9%**	**10,952**	**10,486**
Personnel	8,623	137	8,760	8,760	-	100.0%	7,743	7,743
Transfer payments	-	-	-	-	-	-	-	-
Other	3,763	(340)	3,423	3,534	(111)	103.2%	3,209	2,743
Capital	**703**	**14**	**717**	**572**	**145**	**79.8%**	**619**	**618**
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	703	14	717	572	145	79.8%	619	618
Total	**13,089**	**(189)**	**12,900**	**12,866**	**34**	**99.7%**	**11,571**	**11,104**

Standard item classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Personnel	8,623	137	8,760	8,760	-	100.0%	7,743	7,743
Administrative	1,990	174	2,164	2,267	(103)	104.8%	1,686	1,612
Inventories	311	(63)	248	255	(7)	102.8%	341	340
Equipment	818	(4)	814	669	145	82.2%	696	696
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	1,347	(433)	914	915	(1)	100.1%	1,105	713
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	-	-	-	-	-
Total	**13,089**	**(189)**	**12,900**	**12,866**	**34**	**99.7%**	**11,571**	**11,104**

Appropriation Statement
Detail per Programme 4: Provincial and Local Liaison for the year ended 31 March 2004

Programme per subprogramme		2003/04						2002/03	
		Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
4.1	Management	4,451	(133)	4,318	4,378	(60)	101.4%	3,740	3,740
	Current	4,331	(157)	4,174	4,233	(59)	101.4%	3,599	3,599
	Capital	120	24	144	145	(1)	100.7%	141	141
4.2	Liaison	21,326	(21)	21,305	21,561	(256)	101.2%	18,643	18,636
	Current	20,692	(14)	20,678	21,256	(578)	102.8%	17,390	17,383
	Capital	634	(7)	627	305	322	48.6%	1,253	1,253
	Total	**25,777**	**(154)**	**25,623**	**25,939**	**(316)**	**101.2%**	**22,383**	**22,376**

Economic classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Current	**25,023**	**(171)**	**24,852**	**25,489**	**(637)**	**102.6%**	**20,989**	**20,982**
Personnel	16,794	182	16,976	16,976	-	100.0%	14,381	14,377
Transfer payments	-	-	-	-	-	-	-	-
Other	8,229	(353)	7,876	8,513	(637)	108.1%	6,608	6,605
Capital	**754**	**17**	**771**	**450**	**321**	**58.4%**	**1,394**	**1,394**
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	754	17	771	450	321	58.4%	1,394	1,394
Total	**25,777**	**(154)**	**25,623**	**25,939**	**(316)**	**101.2%**	**22,383**	**22,376**

Appropriation Statement
Detail per Programme 4: Provincial and Local Liaison for the year ended 31 March 2004

Standard item classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Personnel	16,794	182	16,976	16,976	-	100.0%	14,381	14,377
Administrative	6,979	123	7,102	7,739	(637)	109.0%	5,869	5,868
Inventories	434	43	477	477	-	100.0%	395	395
Equipment	933	32	965	644	321	66.7%	1,565	1,564
Land and buildings	93	(61)	32	32	-	100.0%	47	47
Professional and special services	544	(473)	71	71	-	100.0%	126	125
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	-	-	-	-	-
Total	**25,777**	**(154)**	**25,623**	**25,939**	**(316)**	**101.2%**	**22,383**	**22,376**

Appropriation Statement
Detail per Programme 5: Communication Service Agency for the year ended 31 March 2004

Programme per subprogramme	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
5.1 Management	**1,603**	**(69)**	**1,534**	**1,501**	**33**	**97.8%**	**1,263**	**1,262**
Current	1,511	(69)	1,442	1,441	1	99.9%	1,260	1,259
Capital	92	-	92	60	32	65.2%	3	3
5.2 Marketing	**10,386**	**(2,461)**	**7,925**	**7,356**	**569**	**92.8%**	**12,361**	**12,360**
Current	9,286	(2,251)	7,035	7,208	(173)	102.5%	11,494	11,493
Capital	1,100	(210)	890	148	742	16.6%	867	867
5.3 Product Development	**9,518**	**2,151**	**11,669**	**12,006**	**(337)**	**102.9%**	**8,823**	**7,908**
Current	7,940	2,151	10,091	10,642	(551)	105.5%	7,909	6,994
Capital	1,578	-	1,578	1,364	214	86.4%	914	914
5.4 Content Development	**2,514**	**(210)**	**2,304**	**2,285**	**19**	**99.2%**	**2,159**	**2,159**
Current	2,400	(210)	2,190	2,190	-	100.0%	2,105	2,105
Capital	114	-	114	95	19	83.3%	54	54
Total	**24,021**	**(589)**	**23,432**	**23,148**	**284**	**98.8%**	**24,606**	**23,689**

Appropriation Statement
Detail per Programme 5: Communication Service Agency for the year ended 31 March 2004

Economic classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Current	21,137	(379)	20,758	21,480	(722)	103.5%	22,768	21,851
Personnel	6,824	(280)	6,544	6,544	-	100.0%	5,799	5,799
Transfer payments	-	-	-	-	-	-	-	-
Other	14,313	(99)	14,214	14,936	(722)	105.1%	16,969	16,052
Capital	2,884	(210)	2,674	1,668	1006	62.4%	1,838	1,838
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	2,884	(210)	2,674	1,668	1006	62.4%	1,838	1,838
Total	**24,021**	**(589)**	**23,432**	**23,148**	**284**	**98.8%**	**24,606**	**23,689**

Standard item classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Personnel	6,824	(280)	6,544	6,544	-	100.0%	5,799	5,799
Administrative	1,493	622	2,115	2,287	(172)	108.1%	1,067	1,066
Inventories	688	(101)	587	586	1	99.8%	348	347
Equipment	2,884	(137)	2,747	1,741	1,006	63.4%	1,856	1,856
Land and buildings	-	1	1	1	-	-	-	-
Professional and special services	12,132	(694)	11,438	11,989	(551)	104.8%	15,536	14,621
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	-	-	-	-	-
Total	**24,021**	**(589)**	**23,432**	**23,148**	**284**	**98.8%**	**24,606**	**23,689**

Appropriation Statement
Detail per Programme 6: International Marketing for the year ended 31 March 2004

Programme per subprogramme		2003/04					2002/03	
		Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
6.1	International Marketing	62,686	-	62,686	62,686	-	100.0%	50,000	49,998
	Current	62,686	-	62,686	62,686	-	100.0%	49,993	49,991
	Capital	-	-	-	-	-	-	7	7
	Total	**62,686**	**-**	**62,686**	**62,686**	**-**	**100.0%**	**50,000**	**49,998**

Economic classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Current	62,686	-	62,686	62,686	-	100.0%	49,993	49,991
Personnel	-	-	-	-	-	-	-	-
Transfer payments	62,686	-	62,686	62,686	-	-	-	-
Other	-	-	-	-	-	-	49,993	49,991
Capital	-	-	-	-	-	-	7	7
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	-	-	-	-	-	-	7	7
Total	**62,686**	**-**	**62,686**	**62,686**	**-**	**100.0%**	**50,000**	**49,998**

Appropriation Statement
Detail per Programme 6: International Marketing for the year ended 31 March 2004

Standard item classification	2003/04						2002/03	
	Adjusted appropriation R'000	Virement R'000	Revised allocation R'000	Actual expenditure R'000	Savings/ (excess) R'000	Expenditure as % of revised allocation	Revised allocation R'000	Actual expenditure R'000
Personnel	-	-	-	-	-	-	-	-
Administrative	-	-	-	-	-	-	1,059	1,059
Inventories	-	-	-	-	-	-	2	2
Equipment	-	-	-	-	-	-	7	7
Land and buildings	-	-	-	-	-	-	15	15
Professional and special services	-	-	-	-	-	-	48,917	48,915
Transfer payments	62,686	-	62,686	62,686	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	-	-	-	-	-
Total	**62,686**	**-**	**62,686**	**62,686**	**-**	**100.0%**	**50,000**	**49,998**

1. Details of current and capital transfers as per Appropriation Act (after virement)

Details of these transactions can be viewed in Note 8 (transfer payments) to the annual financial statements as well as Annexure 1.

2. Details of special functions (theft and losses)

Details of these transactions per Programme can be viewed in Note 9 (details of special functions) to the annual financial statements.

3. Explanations of material variances from Amount Voted (after virement)

3.1 Per programme:

Programme 1: Administration – (R115 000)

The overexpenditure is due to the write-off of theft and losses.

Programme 3: Government and Media Liaison – R34 000

An overexpenditure of R111 000 in the current budget is due to an overall increase in normal administrative costs, especially cellphone costs and travelling expenses as well as the cost of the current and the previous year's Government Communicators' Forums and Awards. A saving of R145 000 in capital expenditure is mainly due to the improvement of the Rand exchange rate regarding the purchase of equipment; and non-purchasing of recorders due to the investigation of a new satellite system by the radio unit.

Programme 4: Provincial and Local Liaison – (R316 000)

An overexpenditure of R637 000 in current expenditure is mainly due to the appointment of new communication officials but no increase to the operational budget. Transport costs in respect of communication officials in regional offices also increased due to the hiring of vehicles from fleet companies as well as the withdrawl of GG vehicles from some regions. Administrative costs increased in general at regional offices. Furthermore, the purchase of equipment that was budgeted for, was funded by Information Technology. A saving of R321 000 was realised.

Programme 5: Communication Service Agency – R284 000

An overexpenditure of R722 000 in the current budget is mainly attributed to the placement of advertisements and printing work. A saving of R1 006 000 in the capital budget is mainly attributed to the purchasing of furniture and computer equipment that could not be paid for before the end of the financial year.

3.2 Per standard item:

Administrative:

The overexpenditure is mainly due to an increase in normal administrative costs, especially cellphone costs and travelling expenses, the current and previous year's Government Communicators' Forums and Awards, appointment of staff in Provincial and Local Liaison but no increase to the operational budget, high transport costs at regional offices and placement of advertisements.

Equipment (capital):

The saving is mainly due to the improvement of the Rand exchange rate regarding the purchasing of equipment, non-purchasing of recorders due to the investigation of a new satellite system, non-purchasing of a colour printer and computer equipment, as well as office furniture that could not be paid before the end of the financial year.

Professional and special services:

The overexpenditure is mainly attributed to printing work for inserts, pamphlets and brochures.

Special functions:

The overexpenditure is due to the write-off of theft and losses.

	Note	2003/04 R'000	2002/03 R'000
REVENUE			
Voted funds			
Annual appropriation	1	178,508	153,728
Appropriation for unauthorised expenditure		-	4,090
Other revenue to be surrendered to the Revenue Fund	2	8,393	679
TOTAL REVENUE		**186,901**	**158,497**
EXPENDITURE			
Current			
Personnel	3	55,239	48,541
Administrative		16,651	13,144
Inventories	4	2,422	2,814
Machinery and equipment	5	2,156	1,098
Land and buildings	6	174	224
Professional and special services	7	24,008	72,820
Transfer payments	8	69,686	3,000
Special functions: authorised losses	9	115	405
Unauthorised expenditure approved	10	-	4,090
Total current expenditure		**170,451**	**146,136**
Capital			
Machinery and equipment	5	8,169	10,000
Total capital expenditure		**8,169**	**10,000**
TOTAL EXPENDITURE		**178,620**	**156,136**
NET SURPLUS/(DEFICIT)		**8,281**	**2,361**
Add back unauthorised and fruitless and wasteful expenditure disallowed	10	**1,591**	**-**
NET SURPLUS/(DEFICIT) FOR THE YEAR		**9,872**	**2,361**
Reconciliation of net surplus/(deficit) for the year			
Voted funds to be surrendered to the Revenue Fund		1,479	1,682
Other revenue to be surrendered to the Revenue Fund		8,393	679
NET SURPLUS/(DEFICIT) FOR THE YEAR		**9,872**	**2,361**

BALANCE SHEET (STATEMENT OF FINANCIAL POSITION) AS AT 31 MARCH 2004

ASSETS	Note	2003/04 R'000	2002/03 R'000
Current assets		**24,992**	**13,511**
Unauthorised and fruitless and wasteful expenditure	10	5,745	4,154
Cash and cash equivalents	12	7,211	68
Receivables	13	11,967	9,160
Prepayments and advances	13	69	129
TOTAL ASSETS		**24,992**	**13,511**
LIABILITIES			
Current liabilities		**19,470**	**8,720**
Voted funds to be surrendered	14	1,479	1,682
Revenue funds to be surrendered	15	12	312
Bank overdraft	16	-	5,942
Payables	17	17,979	784
TOTAL LIABILITIES		**19,470**	**8,720**
NET ASSETS/LIABILITIES		**5,522**	**4,791**
Represented by:			
Recoverable revenue		5,522	4,791
TOTAL		**5,522**	**4,791**

STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE YEAR ENDED 31 MARCH 2004

	2003/04 R'000	2002/03 R'000
Recoverable revenue		
Opening balance	4,791	34
Debts raised	731	4,757
Closing balance	**5,522**	**4,791**
TOTAL	**5,522**	**4,791**

	Note	2003/04 R'000	2002/03 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash flow generated by operating activities	18	16,449	12,356
Cash generated(utilised) to increase/(decrease) working capital	19	15,179	(4,637)
Voted funds and revenue funds surrendered	20	(10,375)	(2,121)
Unauthorised expenditure approved	10	-	4,090
Net cash flow available from operating activities		**21,253**	**9,688**
CASH FLOWS FROM INVESTING ACTIVITIES		**(8,168)**	**(9,995)**
Capital expenditure	18	(8,169)	(10,000)
Proceeds from sale of equipment	2	1	5
Net cash flows from operating and investing activities		**13,085**	**(307)**
Net increase/(decrease) in cash and cash equivalents		**13,085**	**(307)**
Cash and cash equivalents at beginning of period		**(5,874)**	**(5,567)**
Cash and cash equivalents at end of period		**7,211**	**(5,874)**

1. Annual appropriation

1.1 Included are funds appropriated in terms of the Appropriation Act for National Departments (voted funds):

Programmes		Total appropriation 2003/04 R'000	Actual appropriation received R'000	Variance over/ (under) R'000	Total appropriation 2002/03 R'000
1	Administration	37,355	37,355	-	34,775
2	Policy and Research	16,512	16,512	-	10,393
3	Government and Media Liaison	12,900	12,900	-	11,571
4	Provincial and Local Liaison	25,623	25,623	-	22,383
5	Communication Service Agency	23,432	23,432	-	24,606
6	International Marketing and Mobilisation	62,686	62,686	-	50,000
	Total	**178,508**	**178,508**	**-**	**153,728**

2. Other revenue to be surrendered to the Revenue Fund		2003/04 R'000	2002/03 R'000
Description	Note		
Gifts, donations and sponsorships received	2.1	-	100
Cheques written back/stale cheques		34	41
Proceeds from sale of equipment		1	5
Proceeds on sale of publications		273	272
Interest received		47	23
Refund in respect of the International Marketing Council (previous year)		7,887	-
Other		151	238
Total revenue collected		**8,393**	**679**

2.1 Gifts, donations and sponsorships received by the department	2003/04 R'000	2002/03 R'000
Nature of gift, donation and sponsorship		
Sponsorship for Government Communicators' Awards, sponsored by First National Bank	-	100
	-	**100**

2.2 Gifts, donations and sponsorships received in kind excluding RDP funds by the department (Total not included above)			
Nature of gift, donation and sponsorship	**Note**	**2003/04 R'000**	**2002/03 R'000**
2x SAA domestic airflight tickets, sponsored by SAA		-	4
		-	**4**

3. Personnel		**2003/04 R'000**	**2002/03 R'000**
3.1 Current expenditure			
Basic salary costs		39,152	33,485
Pension contributions		5,830	4,955
Medical aid contributions		2,643	2,180
Other salary-related costs		7,614	7,921
		55,239	**48,541**
Average number of employees		346	337

4	**Inventories**		**2003/04 R'000**	**2002/03 R'000**
4.1	**Current expenditure**			
	Inventories purchased during the year			
	Cleaning resources		97	66
	Consumable stores		432	281
	Books/magazines/publications		158	211
	Newspapers		167	106
	Government Printers		6	633
	Departmental and other printing		285	135
	Stationery		1,089	1,248
	Photocopy costs		68	56
	Other		120	78
	Total cost of inventories		**2,422**	**2,814**

5. Machinery and equipment		**2003/04 R'000**	**2002/03 R'000**
Current (rentals, maintenance and sundry net of cash discounts)		2,156	1,098
Capital	5.1	8,169	10,000
Total current and capital expenditure		**10,325**	**11,098**

5.1	**Capital machinery and equipment analysed as follows:**		**2003/04 R'000**	**2002/03 R'000**
	Computer equipment		6,058	7,191
	Furniture and office equipment		420	1,613
	Other machinery and equipment		1,691	1,196
			8,169	**10,000**

6	Land and buildings	Note	2003/04 R'000	2002/03 R'000
	Current expenditure			
	Maintenance		3	13
	Rental		171	211
	Total current expenditure		**174**	**224**

7	Professional and special services		2003/04 R'000	2002/03 R'000
7.1	**Current expenditure**			
	Auditors' remuneration		548	638
	Regularity		548	638
	Commissions and committees		7	8
	Computer services		3,176	2,518
	Other		20,277	69,656
	Total professional and special services		**24,008**	**72,820**

8	Transfer payments		2003/04 R'000	2002/03 R'000
	Transfers to public entities and institutions	Annexure1	**69,686**	**3,000**

9	Special functions: Authorised losses	Note	2003/04 R'000	2002/03 R'000
	Material losses through criminal conduct	9.1	11	134
	Other material losses written off	9.2	55	16
	Debts written off	9.3	49	255
			115	405

9.1	Material losses through criminal conduct Nature of losses		2003/04 R'000	2002/03 R'000
	Theft of cheque for rental of photocopying machine		11	-
	Theft of television and camera		-	10
	Theft of warrant voucher		-	11
	Theft of cellphones		-	3
	Theft of video machine		-	3
	Theft of graphic design computer		-	29
	Theft of computer screen		-	31
	Theft of laptops		-	47
			11	134

9.2	Other material losses written off in income statement in current period	Note	2003/04 R'000	2002/03 R'000
	Nature of losses			
	Loss of IBM computer		6	-
	Loss of State properties		13	-
	Damage to two government garage vehicles		31	-
	Damage to private car		3	3
	Loss of cellphones		2	3
	Damage of hired car		-	7
	Erroneous credits		-	3
			55	**16**

9.3	Debts written off		2003/04 R'000	2002/03 R'000
	Nature of debts written off			
	Ex-personnel debts		49	255
			49	**255**

9.4	Details of special functions (theft and losses) Per Programme		2003/04 R'000	2002/03 R'000
	Programme 1: Administration		115	405
			115	**405**

10	Unauthorised and fruitless and wasteful expenditure		2003/04 R'000	2002/03 R'000
	Unauthorised expenditure	10.2	5,745	4,154
			5,745	**4,154**

10.1	Reconciliation of unauthorised expenditure balance		2003/04 R'000	2002/03 R'000
	Opening balance		4,154	9,464
	Unauthorised expenditure current year		1,591	-
	Approved by Parliament		-	(4,090)
	Transfer to receivables for recovery		-	(1,220)
	Closing balance		**5,745**	**4,154**

10.2	Unauthorised expenditure Incident	Disciplinary steps taken/ criminal proceedings	2003/04 R'000	2002/03 R'000
	Overspending on budget 2000/01	None	4,154	4,154
	Overspending on current budget per Programme 2003/04	Pending	1,591	-
			5,745	**4,154**

11	Analysis of surplus	Note	2003/04 R'000	2002/03 R'000
	Voted funds to be surrendered to the National Revenue Fund		1,479	1,682
	Non-voted funds		8,393	679
	Other revenue to be surrendered to the Revenue Fund		8,393	679
	Total		**9,872**	**2,361**

12	Cash and cash equivalents		2003/04 R'000	2002/03 R'000
	Paymaster General Account		7,129	-
	Cash on hand		82	68
			7,211	**68**

13	Receivables – current		2003/04 R'000	2002/03 R'000
	Amounts owing by other departments	Annexure 5	3,068	1,047
	Staff debtors	13.3	54	56
	Other debtors	13.4	8,845	8,057
	Advances	13.5	69	129
			12,036	**9,289**

13.1	Amounts of R4 818 000 included above may not be recoverable, but has not been written off in the income statement (2003: R4 476 000)			
13.2	Age analysis – receivables current		2003/04 R'000	2002/03 R'000
	Less than one year		7,059	4,554
	One to two years		113	198
	More than two years		4,864	4,537
			12,036	**9,289**

13.3	Staff debtors		2003/04 R'000	2002/03 R'000
	Employees		38	43
	Tax debt		-	4
	Private telephone		16	9
			54	**56**

13.4	Other debtors		2003/04 R'000	2002/03 R'000
	Ex-employees		5,085	4,742
	Other debts		3,760	3,315
			8,845	**8,057**

13.5	Advances	Note	2003/04 R'000	2002/03 R'000
	Nature of advances			
	Travel and subsistence (normal)		39	50
	Travel and subsistence (standing advances)		30	79
			69	**129**

14	Voted funds to be surrendered to the Revenue Fund	Note	2003/04 R'000	2002/03 R'000
	Opening balance		1,682	1,759
	Transfer from income statement		1,479	1,682
	Paid during the year	20	(1,682)	(1,759)
	Closing balance		**1,479**	**1,682**

15	Other revenue funds to be surrendered to the Revenue Fund	Note	2003/04 R'000	2002/03 R'000
	Opening balance		312	(5)
	Transfer from income statement for revenue to be surrendered		8,393	679
	Paid during the year	20	(8,693)	(362)
	Closing balance		**12**	**312**

16	Bank overdraft	Note	2003/04 R'000	2002/03 R'000
	Paymaster General Account (Exchequer Account)		**-**	**5,942**

17	Payables – current	Note	2003/04 R'000	2002/03 R'000
	Description			
	Amounts owing to other departments		17,969	694
	Other payables	17.1	10	90
			17,979	**784**

17.1	Other payables	Note	2003/04 R'000	2002/03 R'000
	Debt in suspense		-	4
	ACB recalls		-	3
	Regional Service Council levy		-	1
	Pension		-	1
	PAYE		7	81
	Salary Reversal Control		3	-
			10	**90**

18	Net cash flow generated by operating activities		2003/04 R'000	2002/03 R'000
	Net surplus as per income statement		8,281	2,361
	Adjusted for items separately disclosed		**8,168**	**9,995**
	Proceeds from sale of equipment		(1)	(5)
	Capital expenditure	5.1	8,169	10,000
	Net cash flow generated by operating activities		**16,449**	**12,356**

19	Cash utilised to increase working capital		2003/04 R'000	2002/03 R'000
	(Increase) in receivables – current		(2,807)	(6,599)
	Decrease in advances		60	46
	Decrease in other current assets		-	1,220
	Increase in payables		17,926	696
			15,179	**(4,637)**

20	Voted funds and revenue funds surrendered		2003/04 R'000	2002/03 R'000
	Voted funds surrendered	14	(1,682)	(1,759)
	Revenue funds surrendered	15	(8,693)	(362)
			(10,375)	**(2,121)**

21	Contingent liabilities				
	Liable to	**Nature**	**Note**	**2003/04 R'000**	**2002/03 R'000**
	Housing loan guarantees	Employees	Annexure 2	898	1,027
	Pending court cases	Possible claims		200	240
				1,098	**1,267**

22	Commitments			2003/04 R'000	2002/03 R'000
	Current expenditure				
	Approved and contracted/ordered			6,129	2,476
	Capital expenditure				
	Approved and contracted/ordered			544	359
	Total commitments			**6,673**	**2,835**

23	Accruals			2003/04 R'000	2002/03 R'000
	Listed by standard Item				
	Administrative			229	256
	Inventories			48	59
	Equipment			33	34
	Professional and special services			2,944	12
				3,254	**361**

	Listed by programme level			2003/04 R'000	2002/03 R'000
	Programme 1: Administration			46	163
	Programme 2: Policy and Research			2,840	9
	Programme 3: Government and Media Liaison			190	16
	Programme 4: Provincial and Local Liaison			10	86
	Programme 5: Communication Service Agency			168	87
				3,254	**361**

24	Employee benefits			2003/04 R'000	2002/03 R'000
	Leave entitlement			5,151	4,789
	Performance bonus			1,323	32
	Thirteenth cheque			1,810	1,583
				8,284	**6,404**

25	Leases			Total	Total
25.1	**Operating leases**	**Property**	**Equipment**	**2003/04 R'000**	**2002/03 R'000**
	Not later than 1 year	-	616	616	754
	Later than 1 year and not later than 3 years	-	427	427	902
	Later than 3 years	-	3	3	9
	Present value of lease liabilities	**-**	**1,046**	**1,046**	**1,665**

26	**Irregular expenditure**		
26.1	**Movement schedule of irregular expenditure**	**2003/04 R'000**	**2002/03 R'000**
	Opening balance	20,548	12,661
	Prepayments made without National Treasury approval	-	7,887
	Overtime	28	-
	Closing balance	**20,576**	**20,548**
	Analysis		
	Current	28	-
	Prior years	20,548	-
		20,576	**-**

26.2	**Not condoned expenditure**		**2003/04 R'000**	**2002/03 R'000**
	Incident	**Disciplinary steps taken / criminal proceedings**		
	Prepayments made without approval	Pending	11,108	-
			11,108	**-**

Amounts of R7 887 000 and R3 221 000 (plus interest of R534 000) have already been recovered

27	**Key management personnel**	**2003/04 R'000**	**2002/03 R'000**
	Remuneration		
	Senior Management Structure contracts are effective from 1 January of each year.		
	The costs from 1 April 2003 to 31 March 2004 are as follows:		
	1 x Chief Executive Officer	774	702
	2 x Deputy Chief Executive Officers	1,166	1,084
	7 x Chief Directors	3,363	3,036
	19 x Directors	6,602	5,412
	Total	**11,905**	**10,234**

28	**Gifts, donations and sponsorships**	**2003/04 R'000**	**2002/03 R'000**
	Nature of donations		
	Redundant assets were donated in the current financial year at nominal value to schools and the Department of Arts and Culture.		

Annexure 1

Statement of transfers to public entities and institutions by national departments as at 31 March 2004

NAME OF PUBLIC ENTITY	TRANSFER ALLOCATION					EXPENDITURE			
	Appropriation Act R'000	Adjustments estimate R'000	Roll overs R'000	Total available R'000	Actual transfer R'000	Amount not transferred R'000	% of available transferred R'000	Capital R'000	Current R'000
International Marketing Council (IMC)	62,686	-	-	62,686	62,686	-	100%	-	62,686
Media Development and Diversity Agency (MDDA)	7,000	-	-	7,000	7,000	-	100%	-	7,000
	69,686	-	-	69,686	69,686	-		-	69,686

Annexure 2

Statement of financial guarantees issued as at 31 March 2004

Domestic

Guaranteed institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening balance as at 01/04/2003 R'000	Guarantees issued during the year R'000	Guarantees released during the year R'000	Guaranteed interest outstanding as at 31/03/2004 R'000	Closing balance 31/03/ 2004 R'000	Realised losses i.r.o. claims paid out R'000
ABSA	Housing	256	287	-	(98)	-	189	-
Cash Bank	Housing	20	20	-	-	-	20	-
Community Bank	Housing	9	9	-	-	-	9	-
FBC Fidelity	Housing	36	36	-	-	-	36	-
First National Bank	Housing	91	130	24	(79)	-	75	-
Nedcor	Housing	369	254	110	(78)	-	286	-
Old Mutual Bank	Housing	23	23	-	(23)	-	-	-
Peoples Bank	Housing	-	-	18	-	-	18	-
Saambou	Housing	139	125	-	(47)	-	78	-
Standard Bank	Housing	158	143	91	(47)	-	187	-
Total		**1,101**	**1,027**	**243**	**(372)**	**-**	**898**	**-**

Annexure 3

Physical asset movement schedule (not including inventories)

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2003/04	Opening balance R'000	Additions R'000	Disposals R'000	Transfers in R'000	Transfers out R'000	Closing balance R'000
LAND AND BUILDINGS	**-**	**-**	**-**	**-**	**-**	**-**
Land	-	-	-	-	-	
Dwellings	-	-	-	-	-	-
Non-residential buildings	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-
Other structures (infrastructure assets)	-	-	-	-	-	-
Mineral & similar non-regenerative resources	-	-	-	-	-	-
Capital work in progress	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-
MACHINERY AND EQUIPMENT	**10,000**	**8,169**	**-**	**-**	**-**	**18,169**
Computer equipment	7,191	6,058	-	-	-	13,249
Furniture and office equipment	1,613	420	-	-	-	2,033
Other machinery and equipment	1,196	1,691	-	-	-	2,887
Specialised military assets	-	-	-	-	-	-
Transport assets	-	-	-	-	-	-
	10,000	**8,169**	**-**	**-**	**-**	**18,169**

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/03	Opening balance R'000	Additions R'000	Disposals R'000	Transfers in R'000	Transfers out R'000	Closing balance R'000
LAND AND BUILDINGS	**-**	**-**	**-**	**-**	**-**	**-**
Land	-	-	-	-	-	-
Dwellings	-	-	-	-	-	-
Non-residential buildings	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-
Other structures (infrastructure assets)	-	-	-	-	-	-
Mineral & similar non-regenerative resources	-	-	-	-	-	-
Capital work in progress	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-
MACHINERY AND EQUIPMENT	**-**	**10,000**	**-**	**-**	**-**	**10,000**
Computer equipment	-	7,191	-	-	-	7,191
Furniture and office equipment	-	1,613	-	-	-	1,613
Other machinery and equipment	-	1,196	-	-	-	1,196
Specialised military assets	-	-	-	-	-	-
Transport assets	-	-	-	-	-	-
	-	**10,000**	**-**	**-**	**-**	**10,000**

Annexure 4
Intangible asset movement schedule (not including inventories)

INTANGIBLE ASSETS ACQUIRED DURING FINANCIAL YEAR 2003/04	Opening balance R'000	Additions R'000	Disposals R'000	Transfers in R'000	Transfers out R'000	Closing balance R'000
Patents, copyrights, brand names & trademarks	-	-	-	-	-	-
Computer software	50	-	-	-	-	50
Airport landing rights	-	-	-	-	-	-
Import/export licences	-	-	-	-	-	-
Fishing quotas	-	-	-	-	-	-
Utility rights	-	-	-	-	-	-
Mineral extraction rights	-	-	-	-	-	-
Capitalised development costs	-	-	-	-	-	-
	50	-	-	-	-	50

INTANGIBLE ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/03	Opening balance R'000	Additions R'000	Disposals R'000	Transfers in R'000	Transfers out R'000	Closing balance R'000
Patents, copyrights, brand names & trademarks	-	-	-	-	-	-
Computer software	-	50	-	-	-	50
Airport landing rights	-	-	-	-	-	-
Import/export licences	-	-	-	-	-	-
Fishing quotas	-	-	-	-	-	-
Utility rights	-	-	-	-	-	-
Mineral extraction rights	-	-	-	-	-	-
Capitalised development costs	-	-	-	-	-	-
	-	50	-	-	-	50

Annexure 5
Interdepartmental receivables – current

Department	Confirmed balance outstanding		Unconfirmed balance outstanding	
	31/03/2004 R'000	31/03/2003 R'000	31/03/2004 R'000	31/03/2003 R'000
Arts and Culture	-	-	1,870	-
Foreign Affairs	-	-	1,198	573
Health	-	-	-	1
Labour	-	-	-	393
Provincial and Local Government	-	-	-	19
TOTAL	-	-	3,068	986

Annexure 6
Interdepartmental payables – current

Department	Confirmed balance outstanding		Unconfirmed balance outstanding	
	31/03/2004 R'000	31/03/2003 R'000	31/03/2004 R'000	31/03/2003 R'000
Communications	-	-	1,680	-
Correctional Services	53	-	-	-
Housing	-	-	150	-
Health	6,960	-	-	-
Public Works	3,000	-	-	-
Social Development	-	-	6,126	-
Water Affairs	-	-	-	18
Transport	-	-	-	676
TOTAL	10,013	-	7,956	694

REPORT OF THE AUDIT COMMITTEE FOR THE YEAR ENDED 31 MARCH 2004

We are pleased to present our report for the financial year ended 31 March 2004.

Audit Committee members and attendance:

The GCIS Audit Committee consists of the members listed hereunder and meets at least two times per annum. The Committee met five times during the year under review.

Name of member	Meetings attended
Ms ZP Manase (Chairperson)	5
Mr G Mampone	2
Ms M Vuso	5
Ms T Zungu	2
Ms I Mackay Langa	5
Mr K Semakane	3

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38(1)(a) of the PFMA and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all it's responsibilities as contained therein.

The effectiveness of internal control

The system of controls is designed to provide cost-effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed.

Based on the Audit Report on the Annual Financial Statements, the matters of emphasis and management letter of the Auditor-General, as well as the Internal Audit reports which were submitted to the Audit Committee quarterly, it was noted that no significant or material non-compliance with prescribed policies and procedures have been reported.

The Committee further noted significant progress made by management to address the issue of asset management which has consistently been reported by the Auditor-General in his reports from the previous financial years. To this extent, the Committee would like to commend

management in turning the situation around. The Committee is of the view that management should continue with its prudent approach of ensuring effective control over assets.

The Committee has further taken note of issues raised by the Auditor-General in the audit report under matters of emphasis and management's resolve to address the issues.

The quality of in-year management and monthly/quarterly reports submitted in terms of the PFMA and the Division of Revenue Act

Monthly and quarterly reports were prepared and issued by the Accounting Officer and the Department during the year under review to the Auditor-General and the Internal Audit as part of the audit review process. The Committee is satisfied that the Auditor-General and Internal Audit did not raise any matters in connection with the quality of the in-year management and monthly/quarterly reports in their audit reports.

Evaluation of financial statements

The Audit Committee has

■ reviewed and discussed with the Auditor-General and the Accounting Officer the audited annual financial statements to be included in the Annual Report

■ reviewed the Auditor-General's management letter and management's response.

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

…………………………………………

Chairperson of the Audit Committee
31 July 2004