

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



## PREFACE TO THE ANNUAL REPORT BY THE CHIEF EXECUTIVE OFFICER

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.

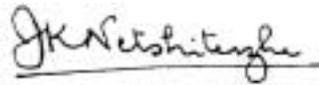
The department was also central in the communication campaign around the 40th anniversary of Africa Day, and it is intimately involved in the integrated work of government to realise the objectives of the African Union and New Partnership for Africa's Development.

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.