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## **PART 2: EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER AND GCIS CORPORATE STRATEGY**

### **2.1 EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER**

The year covered by this report saw important advances in government's communication efforts; but there are still major challenges in our endeavour to make a reality the right of all citizens to information on government policies and actions.

In this first year of the Second Decade of Freedom, there was special focus on expanding access to information about the opportunities democracy has brought. This combined expansion of the infrastructure for access to government information, with new products suitable for reaching especially the poor.

By the end of 2004, the number of Multi-Purpose Community Centres (MPCCs) had reached 65, beyond the target of 60 set in government's Programme of Action 2004. GCIS had assumed responsibility for the Batho Pele Internet Gateway as a one-stop portal for information about government services. The Gateway helps citizens to access government services, but also those who help the public in this regard, such as officials in MPCCs, Community Development Workers, and relevant community-based organisations and non-governmental organisations.

During the year under review, the Imbizo Campaign reached new heights with the largest ever National Focus Week in October as members of the executive in all three spheres engaged directly with the public around implementation of the Programme of Action. Throughout the year, there was evidence that direct interaction is becoming increasingly the norm of government communication.

Product innovations included a mass publication on economic opportunities, published in all languages in a popular style and disseminated through workshops across the country. The multimedia campaign to popularise the Programme of Action for 2005 included for the first time a photo story account of the Programme, serialised in newspapers with the widest reach among the poor.

Complementing these efforts was a breakthrough in extending the government communication system to the local sphere, with a view to increasing public participation and access to information about provision of local services. Though the bulk of work lies ahead, the foundations were laid for the completion of a task with which GCIS was charged on its formation in 1998, namely the building of a government-wide communication system across all spheres.

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Alongside these initiatives, attention was paid to strategic communication challenges of the Second Decade of Freedom.

There was continuous activity to create public awareness and understanding of government's actions to consolidate the African Agenda, on the continent and in the global arena.

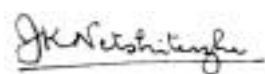
The fostering of partnership of all of society in united action around common development goals remained a focal theme in all the work of GCIS. This included involvement in the work of the International Marketing Council as it built on the gains made during the Ten Years of Freedom Celebrations, support for the Media Development and Diversity Agency and engagement in the process towards the transformation of the advertising and marketing industry.

Looking further ahead, the first steps were taken to initiate a national communication partnership around the hosting of the 2010 World Cup, to ensure that we make the most, as a nation, of this unique opportunity for marketing our country, further strengthening national unity and accelerating development.

The first intake of the Academy of Government Communication and Marketing was testimony to the resolve to continually strengthen and professionalise government communication capacity. This joint initiative of GCIS, Unilever, the Nelson Mandela-Rhodes Foundation and the School of Public and Development Management at the University of the Witwatersrand underlines the value of partnership.

Making all these achievements possible has been unremitting attention to effective and efficient administrative support to a communication agency that spans the country, from information technology to human resource management, from procurement to financial administration, and from Internal Audit to the Project Desk. A measure of the dedication with which these functions were performed is the unqualified report from the Auditor-General, contained in this *Annual Report*.

This *Annual Report* sets out the details of what was done by GCIS during the financial year 2004/05. The Report includes the GCIS Corporate Strategy, which outlines our challenges as the country builds on the progress made in the First Decade of Freedom, so that the Second Decade becomes one of even greater victories in pursuit of a better life for all.



**Joel Netshitenzhe**

**CHIEF EXECUTIVE OFFICER AND ACCOUNTING OFFICER**



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## 2.2 GCIS CORPORATE STRATEGY FOR APRIL 2005 – MARCH 2008

### 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 analysis 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 improve the quality of information products and the effectiveness of distribution strategies 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.

**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 of project leaders, taking greater responsibility for transversal campaigns.
  - Maintaining a clearly understood cycle beginning with end-of-year evaluations,
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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 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 in understanding 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 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.

**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, the Media Development and Diversity Agency (MDDA), IMC, training of communicators and other projects.
- Ensuring that all of government communication, across departments and spheres, works 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 partnership 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 interaction.
- Encouraging the replication of communication partnerships at provincial and local level.

**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.



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- 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, izimbizo, development communication and a government publication.
  - Integrated communication through Community Development Workers (CDWs), 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.

### **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.
- 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.

### **A more effective, efficient and well-informed GCIS**

#### ***Special attention to:***

- Improving 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 of the people.

**Ongoing attention to:**

- Various forms of research to identify public communication needs, and the impact of government communication on the public and within the media.
- Ensuring the 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, 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.
- Evaluating and enhancing the system of risk management, control and governance processes.

**KEY CAMPAIGNS FOR 2005/06**

**THEME ONE: Batho Pele – serving all the people (Governance and Administration Cluster)**

**Focus issues:**

- Batho Pele Gateway and CDWs
- MPCCs
- Fighting corruption in the Public Service
- Internal communication campaign around government's Programme of Action.

**THEME TWO: Promoting the Africa Agenda within a better world (International Cluster)**

**Focus issues:**

- NEPAD/African Union
- Southern African Development Community
- International Marketing Campaign
- Focused support to international conferences
- Progressive Governance Conference.

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### **THEME THREE: A growing economy that benefits all (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: Safety and security for all (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: Social services for all (Social Cluster)**

#### ***Focus issues:***

- Social cohesion
- Expanding access to social grants
- Food Security Programme
- Free Basic Services
- Moral Renewal
- Implementation of the Operational Plan for Comprehensive HIV and AIDS Care, Management and Treatment for South Africa.

### **THEME SIX: Transversal campaigns**

- Imbizo
- Celebrations of national days
- Second Economy intervention
- Preparations for the 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)
- New communication platforms
- Enterprise Project Management
- Monitoring and evaluation of the Programme of Action.

