



PART 2

**INTRODUCTION BY THE CHIEF
EXECUTIVE OFFICER AND THE
CORPORATE STRATEGY**





PART TWO: INTRODUCTION BY THE CHIEF EXECUTIVE OFFICER AND THE CORPORATE STRATEGY

INTRODUCTION BY THE CHIEF EXECUTIVE OFFICER

During the year covered by this report, the mid-point was reached in the term of the Government elected in 2004. The review of our work, prompted by this milestone, showed continuing progress towards government's communication goals. However, equally it is clear that there is still much to do to ensure that all citizens have adequate access to the government information which it is their right to have.

More than ever before, government communication is focused on horizons defined by the medium- to long-term programmes of government, which include, among other things, the mandated targets for 2014, the Accelerated and Shared Growth Initiative for South Africa's (AsgiSA) targets for 2010 and beyond, hosting the 2010 FIFA World Cup and the five-year strategic agenda for local government.

In a period in which a national partnership to build a better life for all is critical to the fulfilment of government's mandate, communication has as a priority the building of a framework of communication partnerships informed by a vision uniting all of society around common development goals.

The success of AsgiSA depends on joint action by key groups, informed by appreciation of the opportunities it brings to both those in the First Economy and the marginalised Second Economy communities. Work with The Presidency and other departments has fostered communication to promote such action.

Work done since 2004 to develop a communication approach to ensure that South Africa makes the most of the national communication opportunity of the 2010 FIFA World Cup, is bearing fruit. Together, the Marketing and Communication Cluster of the 2010 Technical Co-ordination Committee, the 2010 National Communication Partnership of government, private-sector communicators and the Organising Committee are creating the conditions for a national effort to further unite the nation around common development goals and to market our country and continent.

Special attention has been given to rebuilding the Partnership Against AIDS, including establishing a communication partnership to support implementation of the National Strategic Plan for 2007 – 2011.

Since the vulnerability of women and children to abuse also renders them more vulnerable to HIV-infection, linkages have been made between the partnership against AIDS and the partnership of civil society and government which built on the 16 Days of Activism for No Violence Against Women and Children to initiate the 365 Days Programme and National Action Plan during the year under review.

The transformation of the marketing, advertising and communication industry is nearing the formalisation of its charter, creating the conditions for the formation of the Charter Council later this year.



The izimbizo campaign has continued to prove a popular platform for the building of partnerships of government, communities and organised sectors for development. A review of the campaign towards the end of the year will lead to closer alignment of izimbizo with local development.

No less important a priority is that of achieving the widest possible dissemination of information that expands access to the opportunities that democracy has brought, to help overcome the marginalisation of a substantial part of our society. The reach of such information has been extended by a shift towards media with wider reach and by the creation of new platforms and products with wider appeal.

The past year was the first full year of publication of *Vuk'uzenzele* since its launch in late 2005. The magazine has consistently been received with appreciation, each edition eliciting a wave of enquiries for further information to government's Batho Pele Call Centre. Since demand will continue to outstrip the limited print run, attention is being given to promoting greater sharing so that the same number of copies reaches more people.

The three-year old communication campaign in support of government's Second-Economy interventions requires a joint public-private effort to expand it on a scale required by the public's need for information. In November 2006, communicators from government, state-owned enterprises, development-finance institutions and the private sector came together at a conference to launch a national partnership to expand Second-Economy communication.

The programme of rolling out multi-purpose community centres has taken on a new identity – with the new name of Thusong Service Centres – and a new impetus that brought the number of centres in operation to 96 by the end of the financial year. However, still more is needed to bring information closer to where people live. So, where there are no formal centres, GCIS is working with other information-providers, ranging from police stations to council offices, to establish Thusong Information Points. So far, agreement has been reached on over 560 such points.

Critical to achieving all our communication objectives is the continual strengthening of the government-wide communication system. The extension of the system to the municipal sphere is well on its way, and the establishment of the Internal Communicators' Forum has added a new dimension that will enhance the capacity of government communicators to respond to public needs for information.

As the system expands and deepens, the building of capacity and professionalism among communicators remains critical. Internal training programmes and the Academy of Government Communication and Marketing continue to make invaluable contributions to enhancing the quality of communication in its many forms and on its varied platforms, from face-to-face communication to media briefings; from the organisation of major events to the development of content and production of pamphlets, magazines or statements; and from websites to internal communication.

None of this would have been possible without an administration that has ensured that GCIS acts with efficiency and integrity in using public funds and the commitment of our partners into efforts across government and beyond to ensure that communities and the public have the information they need to improve their lives and promote the well-being of the nation.

This Annual Report – including an unqualified report by the Auditor-General – sets out the detail of progress made towards this end.



GCIS CORPORATE STRATEGY APRIL 2007 – MARCH 2010

VISION

Helping to meet the communication and information needs of government and the public, 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 Government Communications (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 responding 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. Attention should be paid to profiling the benefits of African development to both our country and continent.

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 (HoCs) 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, 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 partnerships 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 the capacity of provincial and local government communication.
- More effective internal communication in government, including communication to enhance under-

standing of policies in order to promote more effective implementation of programmes and delivery of services.

- 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 HoCs.
- 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 and 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.

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 Thusong Service Centres, publications, the Media Development and Diversity Agency (MDDA), IMC, training of communicators and other projects.
- Ensuring that all government communicators, across departments and spheres, work in partnership, informed by the common vision.
- Helping 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.

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, izimbizo, development communication and *Vuk'uzenzele*.
- Integrated communication through community development workers, Thusong Service Centres and the Internet.
- 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:

- Promoting better working relations between government communication structures and 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 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 standard methodologies across government and improving 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 communications technologies, both in the management of the organisation and in communication.
- Using all measures, including development plans and clear target-setting, to enhance staff performance and the attainment of excellence.
- Greater integration of work by the different components.
- Instilling in GCIS the culture of learning from our experiences.

Key campaigns for 2007/08

THEME ONE: Governance and Administration

Focus issues:

- Batho Pele revitalisation
- Anti-corruption campaign
- Strengthening internal communication within the Public Service.

THEME TWO: International Relations, Peace and Security

Focus issues:

- Nepad/African Union/Southern African Development Community
- Focused communication support to international conferences
- African Peer Review Mechanism
- World Trade Organisation and other negotiations.



THEME THREE: Economic, Investment and Employment

Focus issues:

- Accelerated and Shared Growth Initiative for South Africa
- Second-Economy communication, including a mass campaign on economic opportunities
- Broad-Based Black Economic Empowerment
- Taxi recapitalisation and road safety.

THEME FOUR: Justice, Crime Prevention and Security

Focus issues:

- Anti-crime campaign
- 365 Days Programme and National Action Plan Against Gender Violence and 16 Days of Activism
- Civic education and transformation of the judiciary.

THEME FIVE: Social Sector

Focus issues:

- National identity and social cohesion
- National Youth Service Programme
- National commemorative days and anniversaries
- National orders.

THEME SIX: Transversal campaigns

- Imbizo
- Implementation of the National Strategic Plan for HIV and AIDS
- 2010 FIFA World Cup
- State of the Nation Address
- Safer Holidays campaign.

THEME SEVEN: GCIS projects

- Transformation of the marketing, communication and advertising industry.