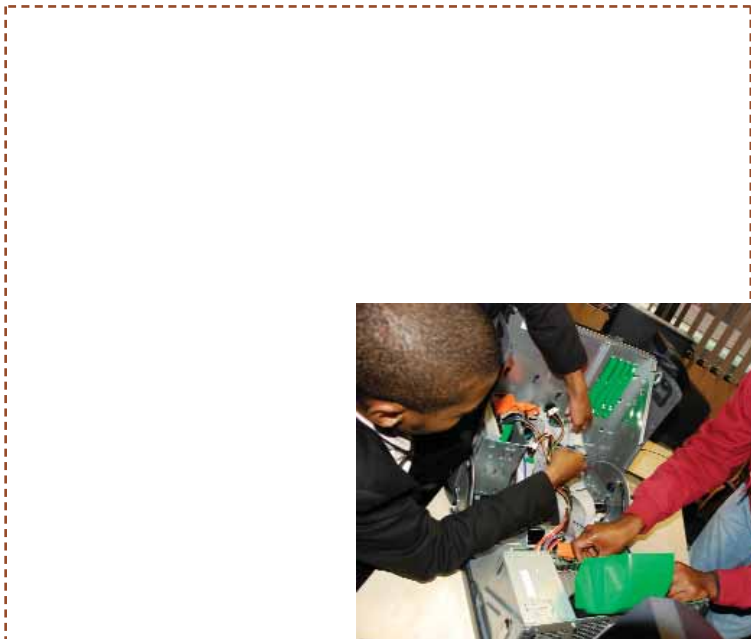# PART 3

PROGRAMME PERFORMANCE

PART THREE: PROGRAMME PERFORMANCE

PROGRAMME 1: ADMINISTRATION

Purpose

Overall management of Government Communications (GCIS).

Aim

Administration is responsible for overall management and provides support services to the entire department.

Subprogrammes and their functions

Its functions cover human resources, training, internal audit, information technology, financial management, procurement, and auxiliary services. Project Desk co-ordinates GCIS-driven projects and those done on behalf of other departments.

Subprogramme: Project Desk

Project Desk is responsible for providing leadership in government communication and ensuring better performance by the government communication system.

The Project Desk is responsible for annually spearheading the development of the Government Communication Programme and monitoring its implementation. The programme outlines in detail government's communication priorities and themes during the financial year. Through transversal campaigns, a more integrated and disciplined approach towards the communication of government's implementation of its mandate is realised. The transversal project teams consist of and are led by the heads of communication (HoCs) and communication cluster members, resulting in synergies and coherence of key messages across all levels of government.

Service-delivery: achievements and factors impacting on it

Deepening the project management culture to better organise GCIS' work towards achieving its mandate

- To strive towards offering professional project management and co-ordination services to all GCIS project teams, supervisors and leaders, Project Desk embarked on a process to assess project management maturity levels across the organisation. This was part of a concerted effort to measure the extent to which GCIS has embraced project management principles and culture since 2003. In addition to the pockets of excellence, the survey also identified areas of weaknesses to be addressed if

project management is to be taken to a new trajectory of development in the organisation. A detailed programme of action arising from the recommendations will be implemented in 2007/08.

- The initiative to scale up appreciation of the project management philosophy and principles in line functions resulted in the development of project plans for various programmes in GCIS, including Internal Audit, Information Technology and Management, Policy and Research and Provincial and Local Liaison.

Co-ordinating interdepartmental government projects

- In 2006/07, Project Desk facilitated the development of more than 112 communication strategies for various campaigns at the request of client departments. In most of these cases, support was also provided with respect to their implementation. During the same period, Project Desk also provided project management, communication consultancy and co-ordination support to a total of 15 Government Communication Programme cross-cutting projects, including the following:

  - 16 Days of Activism
  - 365 Days National Action Plan
  - Anti-corruption programme
  - Imbizo
  - Communication Partnerships for 2010
  - Second Economy Communication Partnership
  - African Peer Review Mechanism
  - 2006 anniversaries
  - National days
  - Identity and social cohesion with a focus on profiling the macro-social report, *A Nation in the Making,* and its findings
  - State of the Nation Address, with a focus on profiling the Government's Programme of Action
  - Community Survey
  - Johannesburg International Airport name change
  - Fourth World Congress on Rural Women
  - HIV and AIDS.

Improving internal communication within the Public Service

- The directorate was also instrumental in setting up the Internal Communicators' Forum under the auspices of the GCIS Government and Administration Supervisor.

Project management and communication capacity-building

- Project Desk conducted in-house project management theory training to 49 staff members mostly participating in Government Communication Programme teams while 32 members received training in MS Project 2002.

- Forty communicators (mostly HoCs, supervisors, leaders and teams) from various government departments were also trained in communication strategy development in 2006/07 to capacitate them to develop and implement communication strategies for their campaigns.

The project management approach used in GCIS in which cross-cutting teams were set up to respond to particular issues in the communication environment has remained a key factor attributing to the achievements above. The sheer volume of cross-cutting work remains a key challenge.

Subprogramme: Human Resources

Human Resources is responsible for managing related issues and promoting effective practices in the organisation.

Service-delivery achievements and factors impacting on it

Recruitment and selection

- Human Resources has played a major role in the restructuring process by assisting in determining the staffing needs of the different sections.
- The section continues to perform well in terms of its recruitment and selection processes.
- Quick turnaround times have been maintained.
- Processes and procedures are now firmly established.
- In over 90% of the time, expectations are exceeded.
- Human Resources met the employment equity targets of 2%. The organisation is currently at 2,1%.
- Human Resources has introduced a tracking board to monitor recruitment and selection processes.
- Additional staff has joined the directorate, assisting in fast-tracking the process.

Leave statistics

- Additional procedures have been implemented to ensure adherence to the leave policy.
- Managers are now made more accountable for the leave taken by staff members.
- Leave statistics are produced monthly for management review and follow up.
- The implementation of the Policy on Incapacity Leave for Ill-Health Retirement in the organisation has had a positive impact on the use and management of incapacity leave.
- The section has a dedicated staff member to ensure adherence to the policy.
- This ensures that all leave taken by staff members is properly recorded and accounted for.
- The eight-week sick leave rule is implemented in the organisation.
- Regular reminders are sent to staff informing them of the status of their leave credits to ensure that they take their leave during the required period.
- A policy for taking leave during the festive period is now implemented.

Maintenance of sound labour relations

- The organisation adheres to all public-sector regulations.
- Organisational policies are updated on an annual basis and communicated to all staff members.
- The Bargaining Council was launched and has been operating effectively in the organisation.
- There is a co-operative working relationship with the unions and they are consulted on organisational matters.
- Information-sharing sessions are conducted to identify problems and address staff matters.
- Policies and procedures are available to all staff members via the intranet.
- A grievance policy is in place for staff to utilise should they have any grievances.
- All disciplinary matters are dealt with in terms of the prescripts.

Performance evaluation of staff

- The Performance Management Development System is fully implemented in the organisation.
- All staff members enter into performance agreements.
- There is close monitoring and tracking of the performance of all staff members on probation.
- All staff members are evaluated bi-annually or quarterly depending on their employment status in the organisation.
- Staff members who perform above expectation receive merits awards while those who perform below expectation are provided with the necessary training and mentoring.
- Roadshows are conduced to ensure that all staff members are well-informed of the organisation's policies.

Providing leadership in internal communication

- The position in the section has now been upgraded from assistant director to deputy director.
- An additional staff member will be joining the section to add to the staff complement.
- Staff orientation is conducted on the first day.
- Relevant information is timeously provided to all staff members.
- The intranet page of the organisation is updated on a regular basis to keep staff abreast of any new developments.
- The continued use of the 'Did You Know' information bulletin has now been aligned to the Government's Communication Programme.
- The co-ordination of information in terms of the Promotion of Access to Information Act, 2000 (Act 2 of 2000), has been done and information is printed in the telephone directories.
- Staff is kept informed of organisational policies and procedures.
- Monthly cake and tea mornings are combined with weekly social club events.

Providing leadership in the Information Centre

The Information Centre is made up of the Information Resource Centre (IRC), the Directories section, the Call Centre and the Library.

Directories

- The directories are updated on a daily basis.
- Good co-operation exists between staff and clients.
- Expanded chapters in the directories will include local government.
- Pictures in the *Government Profiles* are now printed in colour.
- The section is publishing a CD-Rom version of the directories and *Government Profiles.*
- The distribution strategy is well-managed through regular evaluations and updates.
- The post upgrading of communication officer to principal communication officer brought all officers in the section to the same level of functioning.

Call Centre

- Suitably qualified staff members handle all client enquiries.
- There is a rapid response to queries.
- Close working relations exist with service-providers.
- Enquiries are captured on an internal database for strategic analysis.
- Monthly statistics are provided to management.

Library

- Library services are automated for staff convenience.
- The library is well-resourced with the latest books, journals and audiovisual material.
- Services can be accessed from workstations via the intranet.
- The security system is operating well.
- The policy to govern library practice is regularly reviewed and implemented.
- The library is in the process of developing a full intranet page.
- The upgrading of the library assistant post to principal librarian enables the incumbent to handle more responsibilities.

Information Resource Centre

- The staff component was increased from one to two to ensure maximum service delivery.
- The staff is suitably qualified to handle clients' enquiries with competence.
- Two Internet access points provide clients with electronic government information.
- A range of printed government information is freely available to clients.
- The IRC serves as a distribution point for GCIS products.

Subprogramme: Training Services

Training Services is responsible for skills development and the capacity-building of staff, including the health and wellness programme.

Service-delivery: achievements and factors impacting on it

Managing, co-ordinating and monitoring the training of GCIS staff and government communication officers at national and provincial levels

The function is twofold. Firstly, it develops the skills profile of all GCIS staff by organising in-house or external training. In addition, Training Services organises training for government communication officers based at national and provincial levels. Secondly, it manages the general well-being of staff through the Employee Health and Wellness Programme. The subprogramme is also responsible for the management of HIV and AIDS within the organisation.

Conducting a skills audit to determine training needs

The process was initiated through training and a developmental needs audit during the first month of the performance cycle, i.e. April 2006.

During the 2006/07 financial year, staff's performance agreements were analysed and 212 different types of courses were identified to meet the developmental needs.

Liaison with GCIS managers and government departments, training institutions and training-providers on matters pertaining to training

Various service-providers were contacted and engaged to train staff on identified short courses. All sections within the organisation set aside money to send staff on short-course training to enhance their skills and promote better service delivery. The majority of short courses last between one and five days though there are some that last for about four to five weeks.

Most staff members who attended these short courses, evaluated the courses as good, and value for money.

In the year under review, 269 GCIS staff members attended 74 different short courses at a cost of R1 779 196,00.

Developing and updating policies on capacity-building and the Employee Health and Wellness Programme

Training Services is responsible for the development and updating of policies on the following issues:

i.   short courses
ii.   bursaries
iii.   Employee Health and Wellness Programme
iv.   bereavement
v.   HIV and AIDS
vi.   interns, experientials and learners.

In 2006/07, all policies were revised and the new Disability Policy developed.

Managing the Induction Programme

All new staff members who join GCIS are taken through the Induction Programme that normally takes two days. GCIS' Induction Programme for 2006/07 was reviewed in line with Cabinet's decision that all public servants be inducted and re-orientated into the Public Service and Government System.

Evaluations done during and after the induction programmes show that the programme assists new staff members in understanding GCIS in general, its strategic objectives, vision and mission, policies and the organisational culture in particular.

During 2006/07, 78 new staff members were inducted at a cost of R73 178.

A significant partner in this process has been the South African Management Development Institute (Samdi):
·   14 GCIS staff members attended Samdi's Management Induction Course
·   118 attended the reorientation course
·   46 attended the Wamkelekile Induction Programme.

Managing the department's bursary budget

Training Services continued to provide bursaries to GCIS staff members to further their studies with different Higher Education institutions like the University of South Africa, Tswane University of Technology, University of the Witwatersrand, University of Pretoria, etc. In the year under review, GCIS had 74 bursary holders at a cost of R428 512.

Managing and co-ordinating Adult Basic Education and Training

In the year under review, two staff members underwent a special advanced driving course, while eight general-al assistant learners registered with Tshwane North College for dress-making courses. All of them success-fully completed their courses with the eight assistants also registering for an advanced course. They have all passed and were awarded competence certificates by Tshwane North College. Some R39 200 was spent.

Managing the internship and experiential training programmes

Training Services continued to accommodate students from different institutions of learning to do practical and on-the-job training. Student interns are given the opportunity to do internship programmes as required by their institutions of learning, in order to qualify and graduate, while experiential interns are exposed to hands-on experience in the working environment at different directorates within GCIS.

Twenty-five interns are accommodated in GCIS at headquarters and regional offices over a six-month period, while receiving a stipend.

During 2006/07, 81 interns were accommodated in GCIS at a cost of R450 000.

Managing and co-ordinating the Learnership Programme

GCIS continues to answer government's call for meeting the targets of the National Skills Development Strategy. During the year under review, a second learnership in the National Certificate for Marketing Communication was again mounted with 10 learners from all over South Africa. The total cost of this under-taking amounted to R903 000.

Co-ordinating and implementing the Employee Health and Wellness Programme

In the year under review, the Employee Health and Wellness Programme was extensively promoted and implemented. The general health screening that included male and female wellness screenings was done at headquarters and regional offices. This included voluntary HIV and AIDS testing and counselling.

Workshops (Bua Fela sessions) addressed, among other things, workplace relationships, relations within marriages, financial management and tuberculosis treatment and management.

A total of 623 staff attended the different programmes within the Employee Health and Wellness Programme at various times.

Subprogramme: Finance, Supply Chain Management and Auxiliary Services

The Finance, Supply Chain Management and Auxiliary Services Subprogramme is responsible for ensuring efficient financial management and supply chain management and providing auxiliary services to the department. Key to its activities are ensuring effective financial control measures and accountability and delivering services to line functions within the stipulated turnaround time.

Service-delivery: achievements and factors impacting on it

Visits were undertaken to regional offices to ensure that control measures are properly adhered to with respect to financial and auxiliary management. The Supply Chain Management unit continued to process procurement requests, monitor the turnaround time for processing requests from the sections and process payments to service-providers. Coupled with this, the chief directorate has monitored all financial control measures on a monthly basis such as the monthly expenditure against the projected budget allocation.

In the past year, the chief directorate has been able to accurately account for all its assets by doing monthly reconciliation of the Asset Register (Logis) and the Financial Report.

The effective financial controls of the department can be attested to by the last Audit Report for the year ending 2005/06 which was unqualified with only one matter of emphasis relating to information technology.

The chief directorate has furthermore ensured in the past year that the department fully complies with the Occupational Health and Safety Act (OHSA), 1993 (Act 85 of 1993). A full OHSA audit was done by an outside company on GCIS' premises. All the issues raised in this audit were addressed.

Significantly, the chief directorate has continued to ensure the department fully complies with the Public Finance Management Act, 1999 (Act 1 of 1999), Treasury regulations, procurement regulations and the departmental financial policies.

Subprogramme: Information Technology and Management

Information Technology and Management is responsible for the establishment and support of information management and technology systems within GCIS. It also aims to support GCIS in the efficient and effective use of information and communications technology.

Information Technology and Management is made of the following:

- Information Technology
- Systems Development
- Electronic Information Resources.

Service delivery: achievements and factors impacting on it

Information Technology

Information Technology is responsible for maintaining, supporting and providing information and communications technology for GCIS.

The data lines of the Parliamentary Office and Head Office were upgraded to improve bandwidth and network performance of the wide area network. The GCIS Internet link to the Internet service-provider was also upgraded from 512 Kb to 1 Mb to improve bandwidth and efficiency of the external communications link.

The server infrastructure was upgraded at five regional offices with improved performance, security and storage capacity. The remaining regional offices will be upgraded in the 2007/08 financial year. Information technology connectivity was provided to all new senior communication officers at Thusong Service Centres.

With regard to e-mail and Internet services, a more sophisticated filter and scanning device were commissioned to improve security and spam management. Vulnerability tests were conducted together with the State Information Technology Agency (Sita) and measures were put in place to further improve possible security weaknesses.

Assistance was provided to the Communication Centre for the installation of the TV recording and editing system to enhance their service.

Systems Development

Systems Development is responsible for GCIS' in-house systems development, maintenance, support and training, and the co-ordination of outsourced information-system development projects.

During the period under review, existing systems were enhanced to meet the new functionality requirements of system users in GCIS. New functionalities such as the information related to distribution activities, the monitoring and evaluation of multi-purpose community centres and Project Exit Reporting were added to the Ward Information Management System.

The *Vuk'uzenzele* Reader Relationship System was implemented to assist in managing and monitoring reader feedback, distribution and subscriptions for the government magazine.

An internal search engine was implemented for improved intranet and group-drive searches. Systems Development enhanced existing systems and the development environment, and initiated new projects based on the needs of sections within GCIS.

An information systems audit was completed to assess the systems within GCIS for relevance and to establish new needs as well as to identify redundant systems.

External-system development projects were undertaken and outsourced to Sita. Enhancements to the existing external systems are in progress. Development of the Corporate Identity Management System has started and is scheduled for completion in the next reporting period.

Electronic Information Resources (Information Management)

This unit is responsible for the development, maintenance and updating of the South African Government Information and South African Government Services, GCIS and related websites.

During the period under review, the unit continued to improve the accessibility and comprehensiveness of government information on the Internet by means of the South Africa Government Information website (*www.info.gov.za*). Approximately 1 640 documents (compared with 2 000 in 2005/06) and 5 634 speeches and statements (compared with 5 038 in 2005/06) were added to the portal, while 1 923 government and national events, special days, press conferences and conferences were announced (compared with 1 290 during 2005/06). Other prominent postings included the Government's Programme of Action and cluster reports, imbizo focus weeks, the State of the Nation Address and parliamentary media briefings, the budget speech and departmental budget votes. Usage statistics for the website increased from 11 254 508 page views in the previous reporting period to 13 478 302 in 2006/07.

During 2006/07, further improvements to the Government Information website were implemented, including the publishing of the Accelerated and Shared Growth Initiative for South Africa (AsgiSA) page, audio files of cabinet briefings, implementing news feeds for speeches and press releases, changing the 'Key Issues' page, improving the comprehensiveness of events announced on the website, and speeches and statements posted on the website and developing an archiving functionality for 'Profiles'. The development of a database and content management system for the 'Documents' category was completed, and the process to migrate existing documents to the new system will be done in the following review period. The 'Events' and 'Contact Information' content-management systems were migrated to an upgraded content-management engine on a new platform. The search functionality on the website was audited and a new version of the software installed. The functionality and front-end were improved.

Electronic Information Resources continued with the improvement of services information on the Batho Pele Gateway Portal (*www.services.gov.za*). Uploading of service information in English and six more languages was completed, while all content on the portal was translated into the remaining four languages (Tshivenda, Xitsonga, isiNdebele and siSwati). At the end of the review period, the portal was available in all 11 official languages. Usage statistics for the portal during the review period totalled 2 678 552.

Other output of the directorate included support on website-related issues to the Department of Agriculture, the Department of Education (Mpumalanga), the Department of Social Development (Mpumalanga) and the Film and Publications Board. Electronic Information Resources performed evaluations of the websites of the departments of health, of education and of correctional services, and reviewed the websites of the Government Information Technology Officers' Council and The Presidency. It was also involved in the development of a government website for the 2010 FIFA World Cup.

During the review period, the directorate's support to GCIS included the improvement of the Government Communicators' Forum's website, assistance and advice with the maintenance of the *Vuk'uzenzele* website, the redevelopment of the website for the Thusong Service Centres and the redevelopment of the BuaNews website, which will be implemented in the next financial year.

Subprogramme: Internal Audit

Internal Audit is an independent assurance and consulting activity designed to add value and improve the department's operations. It helps the organisation to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Service-delivery: achievements and factors impacting on it

Consulting services

As part of its mission to bring about a systematic and disciplined approach to risk management, the unit facilitated the development of the GCIS Enterprise-Wide Risk-Management Strategy by conducting workshops with all GCIS' business units. The process culminated in the Enterprise-Wide Risk-Management Strategy for GCIS and the International Marketing Council (IMC).

The unit is also responsible for co-ordinating audit committee meetings for GCIS and its public entities, the IMC and the Media Development and Diversity Agency (MDDA). To this extent, four audit committee meetings each were held for the GCIS, IMC and MDDA during the year under review. Risk-awareness workshops for staff members were also held in four regional offices and articles for the internal communication platforms were also done.

Assurance services

As part of its mission to bring about a systematic and disciplined approach to evaluating the adequacy and effectiveness of the system of control and governance, the unit updated its three-year strategic plan and developed an annual operational plan for 2006/07 based on the risks identified in the GCIS Enterprise-Wide Risk-Management Strategy. The unit successfully implemented its annual operational plan, with 12 of the 15 planned audit projects conducted and reports presented to senior management and the Audit Committee.

The GCIS Internal Audit Unit has been the official internal audit service-provider of the IMC until the end of 2006/07. To this end, a number of audit projects as per the audit plan were completed and presented to senior management and the Audit Committee of the IMC. The new external service-provider has been appointed to render internal audit services to the IMC with effect from 1 April 2007.

PROGRAMME 2: POLICY AND RESEARCH

Aim

Policy and Research conducts communication research to provide communication advice and monitors the development and implementation of government programmes from a communication perspective.

The Policy and Research Programme does research and provides information and advice on the public's government-related information needs and preferences, and advises other departments on procuring research services. It assesses the alignment of departmental and national communication. It monitors the implementation and impact of government's communication policies, programmes and products and it provides institutional support to the Media Development and Diversity Agency (MDDA).

Subprogrammes and their functions

Apart from the Management subprogramme, there are two subprogrammes:
- *Policy* contributes to analysis and monitoring of media coverage of government policy and programmes and their implementation
- *Research* assesses the information and communication needs of government and the public.

Service-delivery: achievements and factors Impacting on it

Research

The directorate worked on 21 different research projects to support initiatives to enhance effective government communication. It assisted government departments in developing research projects within their mandates.

An ongoing quantitative research project was conducted to assess the communication environment, to ascertain the information needs and communication preferences of the public in its diverse sectors; and to assess the impact of government communication initiatives. Five departments bought into this tracking research to assess understanding and perceptions of communication campaigns and programmes pertaining to their policies. The directorate also assessed the impact of other departmental communication initiatives.

A long-term qualitative research project was conducted to enhance understanding of findings of the quantitative research and to pre- and post-test communication material and initiatives.

Various ad hoc research projects were conducted on behalf of both GCIS and other government departments. Most of them were outsourced to private-sector research companies.

The directorate subscribes to relevant products and services available from private-sector and academic institutions and engages in an ongoing process to identify and obtain relevant research findings that become available. These initiatives also enhance cost-effectiveness.

Specific effort was made during 2006/07 to enhance analysis of data and the sharing of findings with relevant role-players and to use research to improve government communication products and extend the use of platforms to interact with the public.

Policy

The directorate provided reports throughout the year, both continuously and at regular intervals on trends in the media coverage of government, both to assess the communication environment and to inform assessment of the impact of government communication initiatives.

Monitoring the development of government policies and the impact of programmes from a communication perspective enables the directorate to contribute to the development of communication campaigns and products. It also facilitates the initiation and building of communication partnerships, including the following:

- Media Development and Diversity Agency (MDDA): The directorate continued to provide institutional support to the MDDA on behalf of the Minister in The Presidency as the Executing Authority under the MDDA Act, 2002 (Act 14 of 2002).
- Second-Economy communication: The directorate facilitated the convening of a national conference to establish a partnership to expand Second-Economy communication in November 2006 as part of its ongoing Second-Economy communication campaign, with the support of the Forum of South African Directors-General's Economic Cluster.
- 2010 FIFA World Cup: The directorate contributed to the convening of the 2010 National Communication Partnership Conference in August 2006, the first major event of the partnership after the 2006 World Cup Final. It helped co-ordinate the building of 2010 communication co-ordinating structures within government and, through the partnership, between government and civil society. At the end of the financial year, this work shifted to the new GCIS 2010 Project Management Unit.
- Izimbizo: The directorate continues to refine the information management of the imbizo issues and events so as to establish an interactive system on this campaign. Extensive support has been provided to The Presidency's imbizo and communication of this participatory campaign, enabling government to strengthen partnerships with communities and stakeholders for better and accelerated service delivery.
- Transformation of the Marketing, Advertising and Communication Industry: This successful process of transforming this sector will see the completion of a charter specific to it and in line with the country's Broad-Based Black Economic Empowerment codes of good practice.

Measurable objective: Inform government communication strategy, programmes and products by analysing and producing research reports on the public's information needs and communication preferences. Weekly outputs, providing government with analysis of media discourse with respect to its policies and programmes.

Subprogramme	Output	Measure/Indicator	Actual performance against target	
			Target	**Actual**
Policy.	Analysis of policy, its implementation and impact from a communication perspective and coverage in the media.	Effective proactive and reactive communication.	Weekly.	Daily monitoring and quarterly research presentations on media content analysis.
Research.	Research and information gathering to enhance effective government communication.	Research to meet aim and objectives, conducted scientifically, cost-effectively and timeously and to share findings with relevant role-players.	Long-term quantitative and qualitative projects, ad hoc projects on request and access to relevant findings from other sources.	All research projects successfully completed and research findings presented to GCIS management and parts of the communication system, Cabinet, departments, and provincial forums of communicators.

PROGRAMME 3: GOVERNMENT AND MEDIA LIAISON (G&ML)

Aim

G&ML aims to co-ordinate effective, integrated and comprehensive communication and media liaison services across government.

The G&ML Programme promotes co-ordination and integration among government communicators through forums, and ensures that departments develop communication strategies in line with the national communication strategy. It ensures that the domestic and foreign media are kept informed of government's programmes and that the Government has a comprehensive and coherent media and government liaison service.

Subprogrammes and their functions

- *National Liaison* promotes interdepartmental co-ordination on communication matters and assists, where possible, to improve the communication environment in government departments.
- *International and Media Liaison* co-ordinates an international marketing campaign for South Africa in collaboration with stakeholders, and develops and manages an international exchange programme.
- *News Services* provides government- and development-related stories to print and electronic media nationwide, daily.
- *Parliamentary Liaison* co-ordinates parliamentary media briefings and provides an information service to Parliament and the public.

Service-delivery: achievements and factors impacting on it

Co-ordination structures have been functioning effectively. All clusters' communication strategies were completed and approved by Cabinet. Government Communicators' Forum (GCF) meetings are more strategically focused and productive. Communication clusters met regularly and reviewed progress in the implementation of strategies. A new pre-Cabinet system has been introduced following a review of co-ordination structures. GCIS continued making interventions where departments were lacking in communication capacity.

The usage of BuaNews stories by both community and mainstream media continues to increase. BuaNews is establishing itself as a reliable source of information on government policies and programmes. Its reporters have better access to ministers and senior managers.

Regular media briefings on the implementation of the Government's Programme of Action have had a positive impact on the communication environment. Increasingly, media assessment of government work is based on the information that government provides to the media during the briefing sessions. The President held a successful media briefing following the mid-year Cabinet Lekgotla. Informal background briefings to media on specific issues have also proven to be useful in providing background information to journalists about events and activities before they happen. This has contributed to more accurate and informed reporting on government's programmes and activities.

Regular contact between government communicators and the media through formal and informal meetings has led to generally improved relations between media and government.

Discussions were held with the South African National Editors' Forum to revive contact between the Cabinet and the editors and prepare for a high-level meeting during 2007.

Communication strategies and plans were developed to support key milestones of the international relations programme such as South Africa's membership of the United Nations Security Council and Southern African Development Community regional integration.

The 2010 Communication Partnership is functioning well with GCIS providing strategic and logistic support. The 2010 Communication Strategy was adopted by Cabinet and is now being implemented.

The Parliamentary Office has provided strategic communication services to government departments. The office has assisted departments with media briefings and the distribution of information to the media and the public. The Parliamentary Office has kept track of key Parliament issues with communication implications and alerted government where interventions were required.

Two factors continue to have particular impact on service delivery. Insufficient access on the part of communicators to strategic information about key departmental programmes still poses limitations on the functioning of the pre-Cabinet system. Some departments still lack communication capacity.

Measurable objective: Effective communication of government's message through integrated communication strategies, improved liaison with national and foreign media and better co-ordination of communication activities across government.

Subprogramme	Output	Measure/Indicator	Actual performance against target	
			Target	**Actual**
Management.	Strategic support to communicators' co-ordinating structures.	Effective functioning of communicators' co-ordinating structures.	Four.	Support was provided and all co-ordinating forums met as planned.
National Liaison.	Management of communicators' co-ordinating structures.	Communicators' forums meet regularly.	Three GCF meetings a year. Pre-Cabinet meetings whenever the Cabinet meets. Three Ministerial Liaison Officer (MLO) Forum meetings a year and monthly meetings of communication clusters.	GCF met as planned. Three meetings were held. Pre-Cabinet meetings were held as per Cabinet schedule. Three MLO Forum meetings were held. Cluster meetings were held as planned.
	Strategic communication to government communicators.	Number of issues of *Bua Magazine* published on the website a year.	Six issues a year.	Three issues of the online magazine were produced and published and due to migration to the online edition, more work than expected resulted in the target not being met.
		Better co-ordination of government communication.	Annual handbook for communicators across all spheres.	The handbook was produced and distribution commenced in April 2007 due to delays in the review process.
International and Media Liaison.	Regular International Conference Support.	Communication from conferences reflects South Africa's position.	Two conferences/ events per year.	Provided support to more than two conference e.g. African Peer Review Mechanism (APRM), African Union, Global Forum on Corruption, etc.
	Communication support to the APRM in South Africa.	Informed media coverage of APRM process.	Ongoing.	This was done.
	Better relations with the media.	Frequency of cluster media briefings.	Bimonthly briefings.	Four cluster media briefings took place on the Programme of Action.
		Number of media briefings by the President.	At least two briefings.	The President briefed the media after the mid-year Cabinet Lekgotla in July 2006.
		Number of media networking events.	Four events.	Five media networking events were held as planned.

Subprogramme	Output	Measure/Indicator	Actual performance against target	
			Target	**Actual**
	Better reporting on the implementation of government's Programme of Action.	Frequency of articles on the Programme of Action published by the media.	Quarterly.	Four cluster media briefings were organised.
News Services.	Government and development-related news.	Number of news and feature articles produced and distributed per day to all domestic and foreign media.	Five news articles published a day and two feature articles per month.	Five or more news articles published per day and one feature article a month.
Communication Centre.	Production and distribution of press cuttings. Electronic media monitoring.	Timely dissemination of products and reports to various clients.	Daily dissemination to government institutions.	Produced daily media reports and news clippings and met all its targets.
Parliamentary Liaison.	Communication and media liaison support to government departments in Parliament.	Frequency of State of the Nation Address and media briefing week.	Once a year at the Opening of Parliament.	Cluster media briefings following the State of the Nation Address were held as planned.
	Media coverage of the work of the legislative assembly as well as the National Council of Provinces (NCOP).	Reports from Parliament for BuaNews and for media in general.	Daily coverage of events in Parliament, NCOP and provincial government.	Daily coverage of events in Parliament, NCOP and provincial government took place.

PROGRAMME 4: PROVINCIAL AND LOCAL LIAISON (P&LL)

Aim

P&LL supports development communication and extends government's information infrastructure through partnerships with provincial and local government. It facilitates the establishment of Thusong Service Centres (former multi-purpose community centres [MPCCs]) to make services and information more accessible to the public, particularly the disadvantaged.

Subprogrammes and their functions

Apart from the Management Subprogramme, there are four subprogrammes:
- *Institutional Development* develops and maintains Government Communications' (GCIS) regional offices and co-ordinates government's Thusong Service Centre programme.
- *Local Liaison and Information Management* promotes development communication and local content, and supports local communication and information systems.
- *Provincial and Local Liaison Administration* develops the capacity of GCIS regional offices to implement communication principles and provides administrative services to the directorate.
- *Regional Office Liaison* is responsible for government information centres (GICs) and communication partnerships in municipality districts.

Service-delivery: achievements and factors impacting on it

Eighty-six district GCIS offices have been established (these include nine regional offices) and there are 45 points of presence in MPCCs. During 2006, 17 new MPCCs were established, bringing the total of operational centres to 96 countrywide by March 2007. Typical services found in these centres include those from the departments of home affairs, of labour, of social development, and of health, the South African Social Security Agency, GCIS as well as telecentres, post offices, libraries, agricultural extension offices and municipalities. Community development workers, the South African Police Service, non-governmental organisations and community-based organisations also offer services through the centres. Some 562 new distribution points were established in district municipalities through co-operation between GCIS and partners.

A total of 107 P&LL staff members completed training in development communication, general administration, project management, financial administration for non-financial staff, etc. Training was also conducted for Information Resource Centre (IRC) secretaries, and a handbook was developed to guide the establishment of government IRCs. Training in development communication took place in all provinces and 10 national departments. A set of guidelines was developed for the roll-out of audiovisual centres in Thusong Service Centres, emanating from the partnership between GCIS and the Film Resource Unit.

The capacity-building process in Thusong Service Centres was taken further with the second round of training for 42 centre managers. The focus was on the effective promotion of the centres, quality service delivery, and the management of service standards as well as the monitoring and evaluation of service delivery by service-providers in the centres.

The seventh annual assessment workshop for the Thusong Service Centre programme was held with stake-holders from national, provincial and local spheres. The workshop addressed the following areas in strength-ening the programme's roll-out over the next five years:

- the presentation of the final national business plan and draft provincial plans which provide a frame-work for the roll-out of Thusong Service Centres to 2014
- an overview of monitoring and evaluation systems and structures for the programme, including the introduction of an electronic system
- a plan to align already functional Thusong Service Centres with the principles and values for the pro-gramme as revised in the 2014 business plan
- a research report on service delivery conducted in 25 MPCCs as well as the launch of the new cor-porate brand for the MPCC programme, namely Thusong Services Centres.

During the course of 2006, all provinces held workshops which assessed the communication system at municipal level and recommended a series of local specific interventions aimed at strengthening the way municipalities communicate. GCIS, together with the South African Local Government Association (Salga) and the Department of Provincial and Local Government, hosted the second national conference on local government communication between 8 and 10 May 2006 where a comprehensive set of guidelines for local government communication was adopted. These guidelines were also endorsed by the Salga Members Assembly in June 2006.

Out of the 46 district municipalities, 27 have established district communication forums as points from which communication activities for the third sphere of government can be co-ordinated with national and provincial government. Such initiatives have gone hand in hand with the support lent to local governments in strength-ening or establishing district local economic development forums with specific emphasis on communication initiatives around economic opportunities.

Measurable objective: Development networks to establish one-stop government information centres in rural district and local municipalities.

Subprogramme	Output	Measure/Indicator	Actual performance against target	
			Target	Actual
Management.	Strategic leadership and communication partnerships.	Regular meetings and support for the chief directorate.	Weekly.	Meetings were held as planned at least on a monthly basis. Regular bimonthly meetings of the P&LL management and regional offices were held.
Administration.	Capacity-building.	Training and retraining of senior communication officers (SCOs), secretaries, administration staff and management staff.	The programme's staff, comprising management, administrative staff, SCOs and IRC secretaries, will undergo training in outreach programmes, financial management, leadership skills and general management.	Done.
		Establishment of government information centres (GICs).	Additional information centres established each year.	11 new GICs were established, bringing the total to 86.
Institutional Development.	Thusong Service Centres/MPCCs.	Number of centres established.	27 centres.	17 new Thusong Service Centres were established, bringing the total of centres established to date to 96.
	Research into community-based information needs.	Number of community-based visits.	At least three visits per month.	As a result of the research on community-based information needs, 3 443 development communication projects were conducted through community visits.
Local Liaison and Information Management.	Networks for the distribution of communication material in rural areas.	Number of focus groups and coverage in rural areas.	40 focus groups by the end of March 2007.	Through focus groups' network meetings held, 562 new distribution points of presence were established in rural areas.

Subprogramme	Output	Measure/Indicator	Actual performance against target	
			Target	Actual
	Support to communication structures at local government level.	Development of systems and structures.	Hosting a national conference on local government communication by 2006. Provincial capacity-building sessions with provincial local government core teams (one per province each year). Guidelines for local government communication systems adopted by all provincial and municipal forums. All district municipalities will have communication strategies by 2008.	Done.
P&LL Administration.	Monitoring and evaluation of MPCCs/Thusong Service Centres.	Frequency of monitoring and evaluation reports.	Monthly reports.	A total of 145 monitoring and evaluation reports were submitted. Research was conducted in 25 Thusong Service Centres.
Regional Office Liaison.	Development of communication partnerships.	Number of district forums held.	Quarterly cluster forums and government communicators' forums.	27 out of 46 districts established district communication forums.
Regional offices.	Rural distribution network and channels for government information.	Identification of contact points in communities to facilitate distribution.	Steady expansion of contact points.	562 new distribution points of presence were established in rural areas.
	Community information projects.	Communication and information projects based on community information needs.	Projects to meet needs as assessed.	3 443 development communication projects were conducted, arising from the community visits done to determine their needs.

PROGRAMME 5: COMMUNICATION SERVICE AGENCY (CSA)

Aim

The CSA aims to provide core communication services to GCIS and other government departments, both in-house and through outsourcing.

The CSA Programme produces and disseminates communication products.

Subprogrammes and their functions

- *Marketing* manages government's corporate identity; develops strategies for marketing, events management, public relations and advertising; and buys media space.
- *Product Development* develops broadcast strategies for inclusion in campaign and project communication plans, produces videos and radio programmes, does graphic and exhibition design and provides photographic services for national and provincial departments.
- *Content Development* identifies government's communication and the public's information needs, develops and implements a content strategy for individual and transversal campaigns, provides editorial services and produces the *SA Yearbook* and *Pocket Guide to South Africa.*

Service-delivery: achievements and factors impacting on it

In the reporting year, the CSA continued to provide a range of communication services and products to The Presidency, government departments and state organs such as Parliament and the legislatures.

Over 690 requests for communication services were received and dealt with through the rendering of in-house radio, video, design and content development services, outsourcing and through mechanisms such as media placement and bulk-buying. As in previous years, the CSA contributed to multimedia products for, among other things, the 16 Days of Activism campaign, the Imbizo campaigns, the celebration of various anniversaries, the national orders award ceremonies, Social Development Month, Youth Month celebrations and the Government Communicator of the Year awards.

The CSA produces publicity material for the mass multimedia campaign around the annual State of the Nation Address. During the period under review, the campaign included a five-episode photo story in three official languages placed in various newspapers as well as a five-series radio drama in all official languages except English. Two million copies of the 2007 Programme of Action were produced in all official languages and distributed. A further 3,4 million copies were distributed as inserts in the *Vuk'uzenzele* magazine. One thousand Braille and 10 000 audio copies were also produced.

The CSA continued leading the GCIS involvement in the process towards the transformation of the marketing, advertising and communication industry. Regular monthly meetings with the industry, through the

Monitoring and Steering Committee for the Marketing, Advertising and Communication Industry, were convened. Following the development of Best Practice Guidelines for the Procurement of Advertising to facilitate participation by emerging Black Economic Empowerment companies in government contracts, several workshops were held with government communicators, counterparts in parastatals and industry members.

During the 2006/07 financial year, placement of advertisements for 21 departments was facilitated. The CSA briefed 287 media briefs to the GCIS bulk-buying agency and implemented 141 campaigns. Some 758 brief revisions were requested out of the 287 briefs submitted. The distribution of information products continued through the South African Post Office, GCIS regional offices, libraries, schools, clinics, non-governmental organisations, community-based organisations and the multi-purpose community centres (now Thusong Service Centres).

Between 1 April 2006 and March 2007, the Radio Unit received 41 requests to facilitate live link-ups to more than 30 community radio stations. The unit received 35 requests to produce radio advertisements. The Video Unit received eight requests for editing and the production of video programmes and advertisements. The Photographic Unit received more than 450 requests between 1 April 2006 and March 2007. The Design and Exhibition Unit received 107 requests and contributed to various government campaigns through design, development and the production of information products.

The Directorate: Content Development is responsible for the production of the *SA Yearbook* and related products, namely the *Pocket Guide to South Africa* and a CD-Rom version of the *SA Yearbook*. The printing order of the *SA Yearbook 2005/06* was 45 000 and the circulation of the *Pocket Guide to South Africa* was 20 000. Some 27 000 yearbooks are annually distributed to schools free of charge.

The directorate provided editing and proofreading services to GCIS and government clients and was, among other things, involved in the State of the Nation Address information products, national orders booklets, material for Youth Day, and Women's Month, the Accelerated and Shared Growth Initiative for South Africa and Joint Initiative for Priority Skills Acquisition annual reports and the macro-social report.

The directorate also updated the *Editorial Style Guide*, which was published in the *Government Communicators' Handbook* and on the GCIS website.

Measurable objective: Produce and distribute information through appropriate platforms and mechanisms to reach all the intended public.

Subprogramme	Output	Measure/Indicator	Actual performance against target	
			Target	**Actual**
Management.	Strategic leadership.	Regular meetings and support for heads of CSA sections.	Weekly management meetings.	Regular weekly meetings were held.
Marketing.	Marketing and distribution strategies and plans.	Number of marketing and distribution strategies drafted and managed per year.	Six major campaigns.	Five campaigns were implemented while one was not implemented due to cancellation by the client department.
	Briefs for advertising agencies and media placement agencies.	Number of briefs.	11 briefs on request of government departments for outsourcing advertising.	Six briefs were received and six companies appointed. Five departments implemented the campaigns.
			60 media placement briefs.	287 media placement briefs were generated for government. 141 media schedules implemented.
	Equitable advertising reports.	Number of advertising spend reports per year.	Four per year.	Four advertising spend reports.
	Research on the advertising transformation index.	Number of research reports benchmarked against the previous year's report.	One report per year.	One report done.
	Management of marketing and PR activities for GCIS and government.	Adherence to GCIS processes and systems with regard to accessing services. Increase in requests for assistance from other departments.	Per year: one marketing audit, five roadshows (government), two roadshows (external stakeholders). Two evaluation sessions per year.	Roadshows were undertaken to the departments of social development and of labour, one external roadshow was undertaken to the Association for Communications and Advertising and two evaluation sessions with the departments of transport and of social development.
Product Development.	Comprehensive products in support of key government information campaigns.	Number and type of products.	25 radio advertisements.	25 radio programmes were produced and 41 live radio link-ups were executed.
			66 events covered by the Video Unit.	The unit undertook 142 video shoots. Eight video programmes were edited.
			15 events covered by the Photographic Unit, including eight izimbizo.	The unit undertook 107 photographic assignments. 109 requests were handled for audiovisual and photographic material.
			130 designs and 16 exhibitions.	164 requests were handled for layout, design, exhibitions and branding.

Subprogramme	Output	Measure/Indicator	Actual performance against target	
			Target	**Actual**
			One x design and layout of GCIS *Annual Report.*	*Annual Report 2005/06* produced and tabled in Parliament in August 2006.
Content Development.	*SA Yearbook.*	Number of copies produced on time to specification.	45 000 soft cover books of 23 chapters by March 2007.	Completed.
	Coherent integration of content and creative representation in communication campaigns.	Content strategy finalised.	June 2006.	Draft content strategy completed.
		Information to popularise the State of the Nation Address and government's Programme of Action published.	One tabloid story for the State of the Nation Address and one photo story for the Programme of Action by March 2007.	Five photo stories completed. Five radio dramas completed. One Programme of Action booklet completed in all official languages (four million copies of which two million were inserted in *Vuk'uzenzele*).

PROGRAMME SIX: PUBLIC ENTITIES

GCIS has two public entities namely the International Marketing Council (IMC) and the Media Development and Diversity Agency (MDDA). The IMC markets South Africa to the international community and the MDDA promotes development and diversity in the South African media. These two public entities prepare their own annual reports which are tabled separately in Parliament.

PROGRAMME SEVEN: GOVERNMENT MAGAZINE

Aim

The Government Magazine aims to create a communication vehicle that provides citizens with information on economic and other opportunities and how these can be accessed. To this end, the programme produces and distributes the two-monthly magazine *Vuk'uzenzele.*

Service-delivery: achievements and factors impacting on it

Vuk'uzenzele, a 32-page magazine that focuses on opportunities – economic and other – is aimed at those with the least access to the mainstream media. It is a vehicle for, among other things:
- accessing opportunities made available through government's programme for people to improve their lives
- community development initiatives, including government campaigns and programmes
- feedback on issues raised during government izimbizo
- issues around service delivery
- information – giving advice as well as general, health and entertaining features.

During 2006/07, the magazine sustained a print run of 1,1 million for the first five editions and two million copies for the sixth one. The five editions consist of 32 pages while the sixth one that comes out in March is a bumper edition, consisting of 48 pages as it incorporates the Programme of Action as outlined in the State of the Nation Address.

Vuk'uzenzele comes out in three versions, namely printed hard copies, Braille and online. Some 600 Braille copies are printed per edition and distributed to organisations for the blind and individual subscribers. The magazine is distributed in all nine provinces in urban, rural, semi-rural and deep rural areas with particular focus on the poorer sectors of society. While most of the print run is in English, all official languages are catered for in separate editions. The *Vuk'uzenzele* distribution is done by the contracted service-provider whose core business is the distribution of leaflets which have a much wider distribution network than news-papers and magazines, thus ensuring that *Vuk'uzenzele* reaches a wider audience than the normal limits of print distribution. Increasingly, the distribution strategy focuses on subscriptions from members of the pub-lic who contact the magazine through the Batho Pele Gateway Call Centre and GCIS Information Centre. By March 2007, the individual hard-copy subscribers stood at 398 while the online subscribers totalled 581.

The chief directorate liaises closely with other GCIS business units such as BuaNews, the Communication Service Agency, etc. and has extensive contact with different government departments to access information on various government campaigns and current affairs.

For each edition, five pages are dedicated to advertising by government departments, the private sector, etc. The magazine is regularly promoted through radio and posters. In the initial stages of the magazine, TV was used to establish its presence. The responses from readers and advertisers have been overwhelming. Research to track the magazine's reach and impact indicates that it is reaching its intended readership, and that the sharing of copies is helping to extend its reach.

Measurable objective: To produce and disseminate a magazine that improves government's unmediated and direct communication.

Subprogramme	Output	Measure/Indicator	Actual performance against target	
			Target	**Actual**
Vuk'uzenzele magazine.	Magazine.	Regular publication of target number of magazine.	7,5 million copies every two months for 2006/07.	A total of 8,9 million copies were printed as follows: • 1,1 million copies (32 pages) for the five editions that came out in May, July, September, November and January. • 3,4 million copies (48 pages) were printed in March 2007.
	Braille version.	Regular production of Braille version.	3 600 copies.	3 600 copies.
	Online version.	Regular update of *Vuk'uzenzele* online.	Every second month.	Every second month, as the new edition is published.