

**PART TWO: EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER AND THE CORPORATE STRATEGY**

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## EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER

### INTRODUCTION

- As we reflect on the 2007/08 financial year that has just passed, we look back with pride on the many great strides we made thus far. On 18 May 2008 we celebrated 10 years of the new Government Communication and Information System that was launched on 18 May 1998.
- We indeed also remind ourselves that more work still needs to be done to ensure the Government Communication System functions in a coherent and integrated manner to be an effective vehicle to bridge the many barriers that divided our people for so many years.
- When this report is tabled in Parliament, the implementation of our priorities for 2008/09 – the last fiscal year of the current government – will be in full swing after which a new government will be elected.
- Acceleration of implementation of the priorities for the first year – financial year 2008/09 – of the Medium-Term Strategic Framework 2008/09 to 2010/2011 will continue without fail.
- Critical among these priorities is to communicate the mandated targets for 2014 (millennium development goals), the Accelerated and Shared Growth Initiative for South Africa targets, hosting the 2010 FIFA World Cup™ and the Five-Year Strategic Agenda for Local Government Communication, and communication on interventions to achieve government's goals of halving poverty and unemployment by 2014.

### REVIEW OF THE FINANCIAL YEAR 2007/08

- The Partnership against HIV and AIDS, comprising government and civil society, has seen one million copies of a simplified version of the National Strategic Plan for HIV and AIDS and Sexually Transmitted Infections for 2007 – 2011 (NSP) being produced and funded by the South African National AIDS Council (SANAC) Secretariat. The English version was distributed on World AIDS Day on 1 December 2007. Translation into the other 10 official languages and printing thereof commenced in the last quarter of the 2007/08 financial year and is expected to be distributed during the next financial year.
- Our partnership with civil society to eliminate the vulnerability of women and children against all forms of abuse continues to move from strength to strength under the auspices of the 16 Days of Activism for No Violence against Women and Children Campaign. This campaign constitutes a foundation for the 365 Days Programme and National Action Plan. The campaign continues to receive wider publicity.
- Both these campaigns are proof that the partnership of civil society and government is critical if we are to address issues of gender abuse, which often make children and women vulnerable to HIV infections.
- GCIS facilitated the 2010 National Communication Partnership, a voluntary association of public- and private-sector communicators working together to take advantage of the 2010 World Cup opportunities for the country and continent. Our primary objective is to ensure that communication is heightened about our country's readiness to host the event, and to work with others to leverage



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this opportunity to improve South Africa and Africa's image internationally, and unify the nation around development goals.

- The Izimbizo Programme continues to demonstrate the value of unmediated, face-to-face communication as the most appropriate methodology for communication across government.
- Progress was made regarding the transformation of the marketing, advertising and communication industry in 2007/08 through the adoption of the industry charter. It is envisaged that the gazetting of the charter will be finalised in the 2008 calendar year. The GCIS will provide secretariat support to the industry council and ensure, together with the Department of Trade and Industry, that the scorecard is monitored to promote transformation of the industry.
- In collaboration with National Treasury and the Association for Communication and Advertising, the GCIS developed Best Practice Guidelines for the Procurement of Advertising to facilitate participation by emerging Broad-Based Black Economic Empowerment companies in government contracts. The guidelines are being introduced to government communicators, counterparts in parastatals and industry members through workshops.
- The GCIS' public entities – the Media Development and Diversity Agency and the International Marketing Council – made great strides in fostering partnerships in developing media diversity and marketing the SA Brand, respectively. The primary focus was to ensure alignment between the agencies and the GCIS' vision and mission. We are finalising a shareholder compact that will address governance arrangements, including the clarification of roles and responsibilities between GCIS and the agencies. These entities will present their annual reports for the year under review separately.
- A further communication priority is to disseminate information that expands access to the opportunities that democracy has brought, to help overcome the exclusion or marginalisation of a substantial part of our society. The reach of such information will be extended by shifting towards media with wider reach and by creating new platforms and products with wider appeal.
- One of the GCIS' core mandates is broadening the dissemination of the Programme of Action information as outlined in the President's State of the Nation Address by introducing additional information communication platforms and mechanisms. In line with the Languages Bill, the department is setting up a language unit to extend its translation capacity of all communication products.
- In relation to second-economy initiatives, a sound partnership between GCIS and our sister departments within the Economic Cluster has seen the Economic Opportunities Project growing in stature.
- *Vuk'uzenzele* continues to make a positive impact on the hearts and minds of many of our people, with each edition eliciting a wave of enquiries and great interest as evidenced by the letters and messages we receive.
- The roll-out of Thusong Service Centres (formerly multi-purpose community centres) to broaden public access to government information and services at community level is on track towards the target of at least one per local municipality by 2014.
- Promoting awareness of and engagement with institutions and programmes on continental and regional integration and development was one of the key priorities in the reporting period. This includes ensuring that the public is kept informed of South Africa's efforts to contribute to the resolution of conflict and the promotion of peace, democracy and development. We are continuing to work with the Department of

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Foreign Affairs to raise awareness of developments regarding the African Union and its institutions as well as the Southern African Development Community (SADC). GCIS, through the International Relations, Peace and Security Cluster is central in profiling the trade-agreement activities within the SADC region.

- The SADC Media Awards are in their fourth year. In 2008/09, GCIS will encourage the stakeholders in the media industry and civil society to review the purpose of these awards to ensure that they are representative of all key media sectors.
- Strengthening the working interface between government and the media is a constant preoccupation. A meeting between the South African National Editors' Forum and Cabinet and a workshop between the media and government contributed towards strengthening relationships. Networking sessions between the media and government were also held during the year under review with the aim of building and strengthening relationships.
- Fostering a positive communication environment is one of our core priorities. The use of BuaNews stories by both community and mainstream media continued to increase. GCIS has signed seven agreements with international news agencies in an endeavour to exchange news and information about the country and the continent.
- In 2007/08, four bimonthly cluster media briefings were held by ministers on the implementation of government's Programme of Action. The President briefed the media in February 2008 on the Programme of Action, informed by the State of the Nation Address.
- Government's ability to communicate effectively and in an integrated and disciplined manner depends on an efficient government communication system. A review of the functioning of the government-wide communication system is underway. The results of this review will inform interventions required to further strengthen and capacitate the system to fulfil its mandate. The system in the main continues to improve in terms of co-ordination and ensures integrated planning and implementation around communication priorities – as evidenced by the work of the communication clusters. With specific reference to capacitating the local government communication system, GCIS has continued to work with provinces and the South African Local Government Association to take this forward. Provincial core team workshops were held in all provinces to implement the guidelines adopted. Flowing from the provincial workshops, 34 communication strategies were developed for certain district municipalities.
- Further details about progress made thus far to implement our priorities for the year under review are detailed in this annual report.



GCIS CORPORATE STRATEGY APRIL 2008 – MARCH 2011

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### **VISION**

Helping to meet the communication and information needs of government and the public.

### **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 retaining 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 that 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. 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 paid to further improve the accessibility of our products and the effectiveness of distribution strategies in reaching all citizens.



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### **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 collaborate with other departments across government and society to enhance public awareness of developments in the region and on the continent and promote engagement with regional and continental institutions and programmes. Attention should be paid to support efforts to profile the benefits of African development to both our country and continent.

### **5. Communication research and information/a more effective, efficient and well-informed GCIS**

The government communication system as a whole needs to base its work on soundly researched approaches. GCIS will continue to 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 (PoA).

## **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, by consolidating co-ordination forums such as the government communication forums.
- Enhancing analysis of the communication environment within which GCIS operates.
- Improving the monitoring of government communication to enable proactive communication on the work of government and extend and strengthen communication partnerships outside government in pursuance of a value system for social cohesion central to a caring society.

#### **Ongoing attention to:**

- Better integration of communication across government, budgeting for communication, and in understanding policies and the PoA.
- Continue to develop capacity of provincial and local government communication.
- More effective internal communication in government, including communication to enhance the understanding of policies to promote more effective implementation of programmes and service delivery.
- 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 (HoCs).
- An active GCIS role in advising communication components on their development requirements and in ensuring that government communication capacity matches the needs.
- GCIS assistance in content development, branding and quality control over critical information products, including government websites.
- Working with the IMC, GCIS must continue to play a greater role in co-ordinating government's efforts and enhancing the communication capacity of South African missions abroad.
- Recognising excellence in government communication through the Government Communicators' Awards.
- Promoting 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 state-owned enterprises 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 last year in the five-year mandate of government and with a common understanding of challenges and achievements.
- Consolidating partnerships in Thusong Service Centres, working closely with community development workers (CDWs) and local government.
- Ensuring that all government communicators, across departments and spheres, work in partnership informed by the common vision.
- Promoting diversity in the media and through the MDDA helping to establish and sustain community and small commercial media.
- Building partnership with the media to implement recommendations of the Cabinet/South African National Editors' Forum meeting that was held in of August 2007.
- Encouraging the creation of communication partnerships at provincial and local level.





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### **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 with communities, including through radio, izimbizo, development communication and *Vuk'uzenzele*.
- Integrated communication through senior communication officers (SCOs), CDWs, 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 (PCAS) unit in The Presidency to achieve better understanding of the implementation of the Accelerated and Shared Growth Initiative for South Africa (AsgiSA) and the impact of government's PoA.

### **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 to drive communication on the regional integration, including free trade and strengthening our role in the International Relations, Peace and Security Cluster.
- 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. Communication research and information/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.

**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 communicators must possess.
- Better and fuller use by GCIS of information and communications technologies (ICTs), in the management of the organisation and in communication in general.
- 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 within GCIS.
- Instilling in GCIS the culture of learning from our experiences.

**Key campaigns for 2008/09**

**THEME ONE: Governance and Administration**

Focus issues:

- Improving the state machinery's effectiveness to meet the people's needs
- Batho Pele
- Anti-Corruption Campaign
- Strengthening internal communication within the Public Service.

**THEME TWO: International Relations, Peace and Security**

Focus issues:

- South Africa's role as a permanent member of the United Nations Security Council
- The deepening of communication on regional integration in the African Union and Southern African Development Community
- Focused communication support to international trade agreements such as the Economic Partnership Agreement and World Trade Organisation Doha agreement.



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### **THEME THREE: Economic, Investment and Employment**

Focus issues:

- Communication on the sectoral implementation of the Industrial Policy Action Plan
- Infrastructure investment and development
- Profile the achievements of the Joint Initiative on Priority Skills Acquisition and the progress on intervention under AsgiSA
- Second-economy communication, including a mass campaign on economic opportunities.

### **THEME FOUR: Justice, Crime Prevention and Security**

Focus issues:

- Review of the criminal justice system
- Anti-Crime Campaign, intensifying partnerships for implementation
- 365 Days Programme, National Action Plan against Gender Violence and 16 Days of Activism.

### **THEME FIVE: Social Sector**

Focus issues:

- War on poverty, ensuring those who have to benefit from government's programmes do so
- National social security
- Communication around comprehensive infrastructure programmes
- National Orders and national commemorative days.

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

- Imbizo
- Communication on the implementation of the National Strategic Plan for HIV and AIDS
- 2010 FIFA World Cup™
- State of the Nation Address
- Healthy Life Style, including Safer Holidays Campaign.