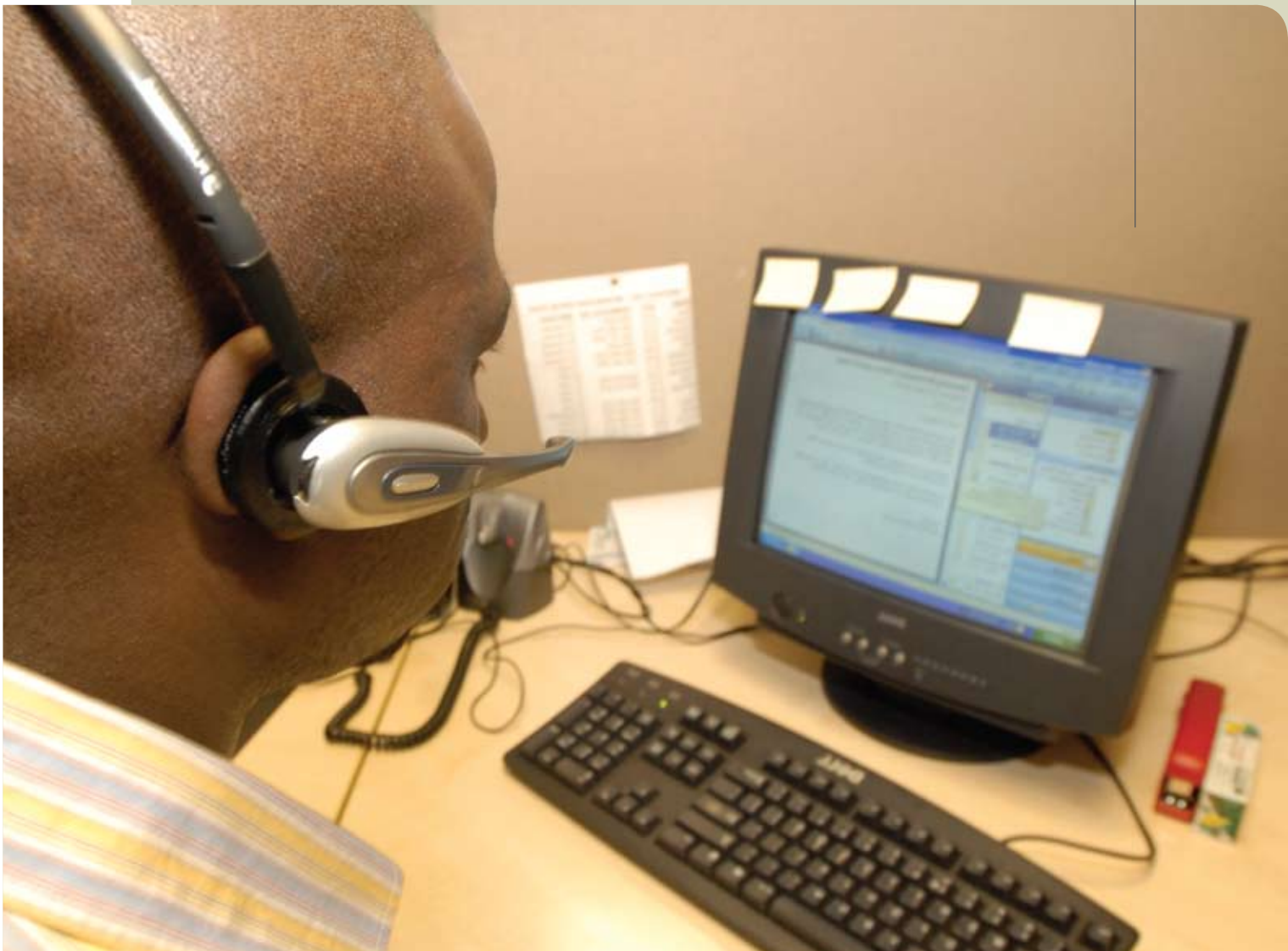


## PART THREE: PROGRAMME PERFORMANCE

### PROGRAMME 1: ADMINISTRATION





## PROGRAMME 1: ADMINISTRATION

### AIM

Administration is responsible for management and provides support services to the department. Its functions are human-resource management, internal audit, information technology, financial management, procurement and auxiliary services. The Project Desk provides project management and co-ordination services to cross-cutting projects driven by GCIS and on behalf of other departments.

### CHIEF DIRECTORATE: CORPORATE SERVICES

The Chief Directorate: Corporate Services aims to provide an efficient and effective support service to GCIS.

### SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following subprogrammes:

- **Human Resources** is responsible for managing human resource-related issues to promote effective practices in the organisation. It is also responsible for Internal Communication and the Information Centre.
- **Human-Resource Development** is responsible for human-resource development in GCIS as well as the Employee Health and Wellness Programme (EHWP). It is also responsible for human-resource development for the government-wide communication system through the Professional Certificate in Government Communication and Marketing.
- **Legal Services** is responsible for ensuring legal compliance with the Constitution and legislative prescripts in the Public Service domain.

### SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

#### **Human Resources**

##### **Recruitment and selection**

- Human Resources plays an important role in determining the staffing needs of the organisation.
- The organisation has met and exceeded its employment equity targets of 2% and is currently sitting on 2,6%.
- Employment statistics are updated on the first day of each month.
- Employment equity statistics are reviewed on a quarterly basis to ensure that the organisation is still meeting its targets.
- The employment equity statistics of each chief directorate are produced and provided to the relevant managers to use for recruitment and selection.

## PROGRAMME 1: ADMINISTRATION

- These statistics are also produced and provided to the Department of Labour.
- Human-resource processes and procedures are now firmly established.
- Provincial directors are now taking more responsibility for the appointment of staff in the provincial offices.
- Quick turnaround times have been met, with 90% of the posts filled within two months.

### **Retention Strategy**

- The Retention Strategy has been developed to ensure that critical skills are retained in the organisation.
- The strategy also assists the organisation to understand the reasons why staff members resign.
- The strategy has been communicated to all senior staff members for implementation.

### **Verification of qualifications**

- All the qualifications of staff members are being verified in line with the requirements of the Public Service Commission to eliminate fraudulent qualifications in the Public Service.

### **Leave statistics**

- Monthly leave statistics are produced for management review to ensure that staff take their leave timely and that this does not impact on the organisation's service-delivery programmes.
- A policy for taking leave over the festive season has been developed and implemented.
- Staff's leave credits are communicated well in advance to staff so that proper arrangements can be made for taking leave.
- 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.
- Human Resources has a dedicated staff member to ensure compliance with the policy.
- The eight-week sick leave rule is being implemented in the organisation with positive results.

### **Maintenance of sound labour relations**

- Training was conducted for senior managers on how to handle discipline in the workplace.
- The organisation's policies were updated for the reporting period and communicated to all staff members.
- The Bargaining Council met four times during this period and is operating effectively.
- Information-sharing sessions have been extended to provincial offices to give staff in the provinces an opportunity to raise issues which they feel could assist the organisation in meeting its mandate.
- Policies and procedures are available to all staff members on the intranet.
- All disciplinary matters are dealt with in terms of the prescripts.



## PROGRAMME 1: ADMINISTRATION

### Performance evaluation of staff

- The Performance Management and Development System is fully implemented in the organisation.
- All staff members annually enter into performance agreements on 1 April.
- The performance cycle runs from 1 April of one year to 31 March of the following year.
- All staff members are evaluated according to their employment status in the organisation.
- Permanent staff members are evaluated biannually while staff on probation are evaluated quarterly.
- Staff members who perform above expectation receive merit awards while those who perform below expectation are provided with the necessary training and mentoring.
- Roadshows are also conducted to ensure that all staff members understand the organisation's policies.

### Information Centre

The Information Centre is responsible for the collection, re-packaging and dissemination of government and government-related information and information products.

The Information Centre consists of four units:

- the **Information Resource Centre (IRC)**
- the **Directories**
- the **Call Centre**
- the **GCIS Library**.

### Information Resource Centre

- A range of print and electronic government information is made freely available to clients.
- The IRC serves as a distribution point for GCIS products, including the *Vuk'uzenzele* magazine.
- Two Internet access points allow clients to search and download electronic government information.
- Audio-visual equipment allows for the screening of government educational and promotional material as well as the State of the Nation Address and the Budget Speech.
- The suitably qualified staff members participate in information exchanges with provincial IRCs and government information centres (GICs).

### Directories

- The electronic directories on the GCIS website are updated on a daily basis, while the hard-copy products are updated annually.
- The directory products have been extended to include the *Faces of Government* poster, which is published annually.

## PROGRAMME 1: ADMINISTRATION

- A new chapter on Thusong Service Centres was added to the *South African Government Directory*.
- All products are published on CD-Rom for distribution to GICs.
- The Distribution Strategy is regularly reviewed and expanded to reach more district and rural communities.
- Good co-operation exists between staff and clients.

### Call Centre

- Suitably qualified staff handle all client enquiries, including telephonic, e-mail and postal queries, within 24 hours.
- The Call Centre also provides assistance to *Vuk'uzenzele* by responding to postal enquiries written to the Editor.
- Enquiries are captured on an internal database for strategic analysis.
- Monthly statistics are provided to management for content and performance analysis.
- Close working relationships are maintained with service-providers.
- Various information and communications technologies are used to provide a speedy response to enquiries.

### Library

- The Library provides access to a range of print and electronic material, including books, journals, electronic news databases and audio-visual material.
- Two librarians provide services ranging from current awareness, journal and newspaper-subscription management to inter-library loans.
- The DBText/InMagic library management system provides an automated online catalogue, which can also be accessed by provincial offices.
- Intranet pages market the latest books ordered, current events and displays as well as the contents of the most recent journal editions.
- The Library Policy is regularly reviewed and implemented.

### Internal Communication

Internal Communication is responsible for establishing a communication-orientated culture in the GCIS and for strengthening communication links between Head Office and the nine provincial offices, including the Parliamentary Office. The section also aims to promote understanding of government's Programme of Action, thereby helping to ensure that public servants play their role to the full in accelerating progress towards a better life for all.

### Production of an internal newsletter

- Internal Communication continued with the production of a monthly newsletter aimed at informing and updating staff on both organisational and government programmes.



## PROGRAMME 1: ADMINISTRATION

- The section ensured staff members' participation in the newsletter by circulating a general invitation to contribute via e-mail.

### **Information-sharing sessions**

- The section continued with information-sharing sessions aimed at providing staff with a platform to share ideas, information and/or frustrations.
- In the past years, these sessions were only confined to Head Office and in 2007/08, provincial offices were accommodated for the first time.

### **Promotion of Access to Information Act, 2000**

- The *GCIS Manual* was updated and forwarded to the South African Human Rights Commission and the Department of Justice and Constitutional Development as required in terms of the Act.
- The co-ordination of issues relating to the Promotion of Access to Information Act, 2000 was done. This included the updating of contact details of information officers for publishing in the *Telkom Directories*.

### **Communication to staff**

- Internal Communication continued with the optimum use of existing mediums to communicate both organisational and government messages.
- The *Did you Know?* messages were extended to other government departments.

### **Co-ordination of social platforms**

- The celebration of national days was done to provide staff with an opportunity to observe and understand the significance thereof.
- Other social-event platforms such as the monthly cake-and-tea and the year-end functions were organised to instil a communication-orientated culture in the organisation.

### **Exit interviews**

- The section continued conducting exit interviews with departing staff members.
- Reports were communicated to relevant managers for action with consolidated reports communicated to both the GCIS Indibano and Executive Committee.

### **Intranet**

- The section continued with the updating of the site to ensure that the latest information is available.
- The site also houses articles on events organised within the department to ensure that colleagues in the provincial offices are kept informed.

## PROGRAMME 1: ADMINISTRATION

### **Staff orientation**

- In the reporting period, new staff members were taken on a walk-about and introduced to fellow colleagues.
- Organisational policies, procedures and best practices are shared with new staff on their first day at work.

### **Internal Communicator's Forum**

- The section inherited the co-ordination of the Internal Communicator's Forum.
- A database containing the contact details of internal communicators in government is updated on a monthly basis.

### ***Legal Services***

Legal Services is responsible for ensuring legal compliance with the Constitution and legislative prescripts in the Public Service domain. This includes the following:

#### **Editing of draft Bills in the Public Service and those of relevance to GCIS**

- Legal Services is instrumental in the vetting of legislation that is being piloted in the Public Service and providing advice.
- Legal Services has to this end provided the organisation with an advisory note containing comments on the draft Public Administration Management Bill (known as draft legislation for a single public service).
- It has also ensured that the organisation is kept informed of developments on legislation affecting it.

#### **Ensuring compliance with the Constitution and other empowering legislation**

- Legal Services has proactively provided advisory notes to ensure compliance with the Constitution of the Republic of South Africa, 1996, the Public Service Act, 1994 (Proclamation 103 of 1994), labour legislation and the Intergovernmental Relations Framework Act, 2005.
- Legal Services has drawn causation when using these pieces of legislations to ensure that the organisation complies fully.

#### **Rendering legal opinions and advice to the organisation**

- Legal Services has rendered legal opinions, providing advisory notes and legal advice to GCIS.

#### **Drafting and editing international Memoranda of Understanding (MoUs)**

- Legal Services has drafted a number of MoUs for the organisation.
- A standard MoU has been produced and has been incorporated into the workshop on contracts.



## PROGRAMME 1: ADMINISTRATION

### **Assisting in drafting and managing implementation protocols**

- Legal Services edited and drafted the implementation protocols for the organisation in terms of the Intergovernmental Relations Framework Act, 2000, specifically Section 35.
- It has developed the standard Implementation Protocol/Service Level Agreement to assist the provincial offices when dealing with interdepartmental issues in the Thusong Service Centres.

### **Dealing with litigation for and against GCIS**

- Legal Services has handled and administered a few litigious matters internally and others going to the Labour Court.

### **Drafting and editing of contracts/service level agreements**

- Legal Services has drafted contracts between the organisation and outside service-providers.
- It has been involved in the negotiations of other contracts.
- Legal Services has also vetted contracts to ensure that they are legally unimpeachable.

### ***Human-Resource Development***

The directorate is responsible for the capacity-building and the health and wellness of all GCIS employees.

It performs the following functions:

- developing the skills profile of staff through in-house and external training
- organising and managing the training of the youth through the programme of learnership and internship
- organising training for government communication officers from all spheres of government on communication
- managing the staff's wellness, including the well-being of employees living with disabilities.

### **Bursaries**

Seventy-one staff members received bursaries, registered with different institutions, in the year under review.

Of these, two were studying towards doctorates, seven towards masters degrees, 31 towards B-Tech/degrees, two towards honours degrees, while 14 were doing diploma courses, four certificate courses and 11 were attending Adult Basic Education and Training (Abet) programmes. Sixty-three of the bursary recipients were Africans, two were white, five were coloured and one was Indian. Thirty-five were male while 36 were female.



## PROGRAMME 1: ADMINISTRATION

### Short courses

Three hundred and seventy staff members were sent for various short courses during the year under review.

### Management development programme

Sixty-three staff members attended various management courses offered by different institutions.

- Ten staff members attended the Advanced Development Programme of whom six completed it successfully.
- Eight staff members attended the Programme in Project Management at the University of Pretoria; one staff member left GCIS at the beginning of the programme, five successfully completed the programme and two will repeat the modules not completed. Eleven more were registered with the programme in 2008.
- Six Senior Management Service (SMS) members started the South African Management Development Institute (Samdi) Executive Development Programme (EDP). The programme is expected to run until the end of 2008.
- Three SMS members started the Senior Management Programme at the University of Pretoria.
- Three staff members registered for MAP with the University of the Witwatersrand. One completed the MAP successfully and the others will continue in the 2008/09 financial year.
- Thirty-four SMS members attended Project Khaedu and 26 were deployed.

Factors impacting on achieving the strategic objective:

- With regard to short courses, staff members attend courses not identified as per their key performance areas.
- Some staff members registered for the EDP had to enlist for programmes elsewhere due to delays in implementation.

### Induction of new staff

Sixty-eight new staff members attended induction between April 2007 and March 2008. New staff members employed in the provinces were inducted at their respective provincial offices.

Factors impacting on achieving the strategic objective:

- None. The programme has been successfully run.

### Adult Basic Education and Training

#### Life/entrepreneurial skills

From April 2007 to March 2008, 11 general assistants (eight females and three males) were registered in Abet programmes, doing different life skill courses. Male general assistants were registered and received their certificates in Basic and Advance Upholstery, as well as in General Mainte-



## PROGRAMME 1: ADMINISTRATION

nance. The females graduated in Basic and Advanced Dress-Making, as well as Basic and Advanced Catering.

### **Financial fitness training**

Ten Abet learners and interested staff members on Level 7 and below attended the Financial Fitness workshop, which covered, among other things, modules on debt elimination. The workshop included a monthly follow-up and debt counselling for six months from the date of the workshop.

### **Learnerships**

Ten learners completed the Learnership National Certificate in Marketing and Communication in June 2007. They are awaiting certification by the Services Sector Education and Training Authority.

Ten more learners started the same learnership in October 2007, which will end in September 2008. One of the learners withdrew from the programme to pursue a university course.

### **Internships**

Seventy-five interns were placed in different sections at Head Office, including the provinces, during the year under review. The programme gave the interns the necessary workplace learning exposure in preparing them for the world of work. Some of the interns received full-time employment in GCIS while still on the programme while some were employed immediately on completion of the internship programme.

### **Training of government communication officers**

Fourty students registered for the 2007 Professional Certificate in Government Communication and Marketing course, and 38 wrote the exam. One student dropped out, stating work-related reasons, and one did not write the exam. Thirty-one out of 38 passed. Seven did not submit their portfolio of evidence and hence could not be deemed competent.

### **Student distribution**

National departments	=	19
GCIS	=	4
Provincial	=	14
Local	=	2
State-owned	=	1
<b>TOTAL</b>	<b>=</b>	<b>40</b>

Eight students received an A symbol. Eight got Bs, five got Cs, seven Ds and seven did not submit their portfolio of evidence and hence, could not be deemed competent.

## PROGRAMME 1: ADMINISTRATION

The top five students were:

STUDENTS	MARKS	DEPT./INSTITUTIONS
Ms Shirazaan Taylor	88%	Statistics South Africa
Mr Ofentse Seleka	82%	Dept. of Sport, Arts and Culture, North West
M Howard Ndaba	80%	Dept. of Health, Gauteng
Ms Candice Williams	79%	Dept. of Water Affairs and Forestry
Ms Tracey Fared	78%	Dept. of Water Affairs and Forestry





## PROGRAMME 1: ADMINISTRATION

Factors impacting on achieving the strategic objective:

- Lack of funding for the programme for 2009.

### **Employee Health And Wellness Programme (EHWP)**

#### **Employee Wellness Needs Survey**

The programme conducted a questionnaire-based survey to gather staff's health and wellness needs to develop a needs-driven Employee Health and Wellness Action Plan for 2007 to 2008. The questionnaire was completed by 147 staff members.

#### **General health screening**

One hundred and twenty staff members attended a general health screening conducted over three days. The screening included blood pressure, sugar level, cholesterol, Body Mass Index, Voluntary Counselling and Testing for HIV and AIDS (VCT) and tuberculosis testing and screening. Generally, the results were good. Medical advice was given where needed.

#### **Male and female wellness screening**

The Male and Female Wellness Screening Programme took place in February 2008. The wellness programme included pap smears, prostate checks, VCT, blood-pressure tests, as well as sexual health consulting. Some 76 females and 41 males attended the screening. Generally, the results showed that GCIS staff were healthy and where attentive medical intervention was needed, appropriate referrals were made.

#### **Eye screening**

Eye screening was conducted on 78 staff members. The report of the screening indicated that very few cannot conduct their work activities efficiently or effectively due to poor vision.

#### **Counselling**

During 2007/08, 28 colleagues (from Head Office and the provincial offices) were referred to psychologists for various psycho-social problems. Common referral trends were for work-related stress, relationship difficulties and trauma debriefing.

#### **Dealing with work stress – massage programme**

Professionally trained massage therapists were invited to massage staff for a month to alleviate job stress and increase morale. The response by staff was overwhelming as always.

#### **Bua Fela sessions**

Various sessions were conducted during which service-providers were invited to address different health and wellness topics. Some of the topics discussed during the period under review included: diet and chronic disease, family relationships, heart disease, breast cancer, emotional intelligence and travel destinations in South Africa.

## PROGRAMME 1: ADMINISTRATION

### **Take a Girl Child to Work Programme**

GCIS participated in this Cell C-initiated programme to address the issue of career/workplace equality with special reference to women. Human-Resource Development hosted 15 learners from the Magaliesburg district and Pretoria. The scholars were placed in various sections for workplace exposure. The learners gave positive feedback, especially with regard to some careers they were not previously exposed to (e.g. video, radio, etc.) Generally, the two days were viewed by the learners as fruitful and eye-opening.

### **Women's Day Celebration: 8 August 2007**

Eighty staff members attended this celebration with the theme *Celebrating Women*. The guest speaker for the event was Dr Fisha from Mendusa who delivered a lecture on *The Legacy of Women*. Those who attended were pampered with a manicure by Beautiko Academy.

### **First Aid Training: Level 2**

Fifteen staff members attended the First Aid Level 2 Training, which included the first-aid representatives in the provincial offices.

### **General assistance from the Employee Health And Wellness Programme**

Where necessary, colleagues in need were offered transport assistance for medical treatment and support.

### **World AIDS Day Celebration**

Approximately 80 staff members attended. Some of the highlights of the day included a speaker from Love Life who delivered a brief speech to staff and the Stage Fright Drama Group who performed a play. Three of our learners wrote and presented a theatrical poem.

### **Health and wellness articles for *let's talk***

The following articles were written:

- June: *Fighting winter colds and flu*
- July: *Cancer among men and women*
- August: *Tips for a healthier lifestyle*
- September: *Women's Day article*
- October: *October is Mental Health Awareness Month*
- November: *Female staff to benefit from Bua Fela Session on breast cancer*
- December: *Stay safe this festive season*
- January: *Learners' experiences since joining GCIS*
- February: *Disability sensitisation training.*

### **Factors impacting on achieving the strategic objective**

As much as the programme is implemented effectively at Head Office, there are challenges in implementing similar activities in the provinces due to a lack of funding. There is no budget allocated for the programme in the provinces.

## PROGRAMME 1: ADMINISTRATION

### Employees with disabilities

The programme managed to achieve the following:

- five wheelchairs were taken for general service
- one Ambutech folding cane was bought
- two Roho pressure care cushions were procured
- JAWS (computer software for the blind) was upgraded from 6,1 to 8,1
- a pair of prosthesis sleeves and two sets of sleeve socks were bought
- two sets of elbow crutches and 14 sets of crutch rubbers were also purchased
- one swivel high back chair was bought
- one Rolability wheelchair with extra support was purchased
- a hearing aid was purchased
- a stress ball to treat carpal tunnel syndrome was given to a colleague
- a spare wheelchair was purchased for the organisation
- two colleagues with disabilities attended the 2007 International Day of People with Disabilities celebrations held in the Western Cape in December
- one Disability Sensitisation Seminar was held by PADI (People Awareness on Disability Issues).

### Factors impacting on achieving the strategic objective

- No budget is allocated to this programme.



## PROGRAMME 1: ADMINISTRATION

### CHIEF DIRECTORATE: INFORMATION MANAGEMENT AND TECHNOLOGY (IM&T)

#### AIM

The Chief Directorate: IM&T is responsible for establishing and supporting information management and technology systems within GCIS. It also supports GCIS in the efficient and effective use of information and communications technology (ICT).

#### SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following subprogrammes:

- **Electronic Information Resources** is responsible for developing, maintaining and updating the South African Government Information, South African Government Services, GCIS and related websites
- **Information Technology (IT)** is responsible for maintaining, supporting and providing ICT for GCIS
- **Systems Development** is responsible for GCIS' in-house systems development, maintenance, support and training, and the co-ordination of outsourced information-systems development projects.

#### SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

##### **Electronic Information Resources**

During the review period, the directorate continued to improve the accessibility and comprehensiveness of government information on the Internet by means of the South African Government Information website ([www.info.gov.za](http://www.info.gov.za)). There was a growth in the total of information items posted to the website – 2 336 legislative and other documents were posted to the website (compared to 1 640 in 2006/07) and 6 269 speeches and statements by government role-players (compared to 5 634 in 2006/07), while 1 820 government and national events, special days, press conferences and conferences were announced (compared to 1 923 during 2006/07). Other prominent postings included the Government's Programme of Action, cluster reports, presidential izimbizo and imbizo focus weeks, the State of the Nation Address (SoNA), parliamentary media briefings, the Budget Vote and departmental budget votes. Usage statistics for the website increased from 13 478 302 page views in the previous reporting period to 17 564 339 in 2007/08.

During 2007/08, further improvements to the Government Information Website were implemented. From a content perspective, improvements included the addition of translated versions of the SoNA and national orders in all official languages, improved accessibility of speeches/statements made by the President, MECs and departments, the posting of speeches and profiles of some former government leaders, improvement of the South African National AIDS Council and Government Visits pages, and enhancing the search facility's functionality. An effort was also made to give more prominence to important government events.





## PROGRAMME 1: ADMINISTRATION

From a system perspective, the process to migrate approximately 15 000 static documents (e.g. Acts, Bills and annual reports) to a database, which was developed as part of a content-management system (CMS) during the previous review period, was completed. Among other advantages, this system will now allow a greater flexibility in displaying documents, as well as improved approval processes during the uploading of documents into the system. The search functionality on the website was developed further to enable users to search for information in this database. Furthermore, improvements were implemented on the Events CMS application.

The 2007/08 review of services information on the Government Services Website was completed – Electronic Information Resources continued to facilitate the review and translation (in 11 languages) of information provided by government departments, as well as its uploading on the website. At the end of the review period, information on 368 services was available on the website. Usage statistics for the website during the review period totalled 4 474 438 page views (compared to 2 678 552 during 2006/07).

During the review period, content on the GCIS website was reviewed twice, and the back-end was improved through the development and implementation of style sheets. The directorate's support to other GCIS units included the updating of the BuaNews, Government Communicators' Forum (GCF), Thusong Service Centre and SA 2010 websites, redevelopment of the Thusong website, assistance and advice with regard to the maintenance of the *Vuk'uzenzele* website and specifications for the SA 2010 website. The directorate also facilitated the development of websites of the CMS for the GCF and for the Interdepartmental Communicators' Forum, which will be implemented in the next reporting period.

Other output of the directorate included advice on web-related issues to the departments of home affairs, health and agriculture, the Office of the Public Protector, National Prosecuting Authority and Mpumalanga Premier's Office. The directorate also updated the International Investment Council Website on a continuous basis. Website content-management training was also given in Mpumalanga as part of the Presidential National Commission's Municipal Websites Project.

### ***Information Technology***

During the period under review, IT continued to support the GCIS users on the desktop and server environments. The Technology Refresh Project, which started in the last reporting period to replace all servers in the GCIS regional offices, was completed during this period. Sections were supported with their general IT equipment procurement needs to fulfil new requirements and replace end-of-life equipment. The Communications Centre was supported with the replacement of the recording system.



## PROGRAMME 1: ADMINISTRATION

With the implementation of the Next Generation Network (NGN) at the State Information Technology Agency (Sita), IT was able to implement Voice-Over Internet Protocol (VOIP) telephony, enabling telephone calls on the computer data network. The move of the *Vuk'uzenzele* Unit into new offices was supported by providing the server room, infrastructure and other related IT support. It piloted and implemented the new *Vuk'uzenzele* office as the first VOIP installation in GCIS. IT initiated a project with Sita to implement VOIP in the GCIS' Parliamentary Office.

In the back office (server) and network environment, the availability of services was maintained through the Sita service level agreements. Capacity was monitored and managed through the procurement of additional bandwidth and servers to meet the needs of GCIS users. IT procured additional servers for the GCIS Sharepoint Project and for the implementation of infrastructure-management tools. It completed the roll-out of Microsoft Operations Manager and Software Management Service as the infrastructure-management tools for the server and desktop environment.

IT started with the implementation of third-generation (3G) connectivity with Sita, enabling remote access to the GCIS Virtual Private Network (VPN) by GCIS staff working outside the office. This also provided connectivity to many Thusong Service Centres without fixed-line infrastructure, enabling GCIS' communication officers at the centres to access Internet, e-mail and GCIS systems.

Licence agreements were maintained through the renewal of enterprise agreements with Microsoft via Sita. IT continued to maintain additional software and security systems through licence agreements and renewals. These included the renewal of anti-virus software licences and e-mail and Internet filtering systems.

### ***Systems Development***

During the period under review, existing systems were enhanced to meet new functionality requirements of the systems users in GCIS. In the Ward Information Management System (WIMS), new functionalities such as a knowledge centre and more reports were added. The Project Information Management System (PIMS) was revamped with a more attractive new look and feel. The revamp of new PIMS enables project teams to report within the project-management life cycle. It also allows the DCEOs' offices to easily manage and monitor executive assignments and provides other new functionalities. A new security model and the latest technology were used to revamp the PIMS.

The Enterprise Service Desk System was introduced. This system will include eight modules to allow relevant business units to easily manage enquiries and requests into their units and monitor the services levels in addressing them. A new development database and reporting technologies were used. The IT Helpdesk module was implemented and other modules will be implemented in the following reporting periods.



## PROGRAMME 1: ADMINISTRATION

Systems Development initiated and is leading the GCIS SharePoint Project, which will serve as the GCIS Intranet and Enterprise Document Management System. It will also seek to provide basic automation of leave applications and the requisition processes online. The configuration of the system has been completed. The system was expected to be implemented in May 2008. To ensure consistent implementation of the GCIS File Plan in its paper-based and its electronic form, the GCIS File plan was reviewed, updated and built into the GCIS SharePoint.

External systems-development projects were undertaken and outsourced to Sita. Enhancements are in progress on existing external systems: Media and Imbizo. The development of the new Corporate Identity Management System is almost completed and is scheduled for implementation in the next reporting period.



## PROGRAMME 1: ADMINISTRATION

### CHIEF DIRECTORATE: PROJECT DESK

#### AIM

The Chief Directorate: Project Desk is responsible for the disciplined implementation of project-management and co-ordination services to cross-cutting projects driven by GCIS, and on behalf of other departments. It serves as a professional delivery mechanism for meeting government communication needs, through mobilising GCIS expertise and setting up project teams.

The chief directorate's responsibilities and functions include:

- serving as member of the Exco, the strategising body chaired by the CEO
- providing strategic leadership to the chief directorate
- co-ordinating project-management consultancy within the organisation
- strengthening the project-management culture in GCIS as an organisational performance enhancer
- providing leadership and guidance to the development, implementation and monitoring of the Government Communication Programme (GCP) portfolio of projects
- providing leadership to and co-ordinating government communication for the 2010 World Cup.

#### SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following subprogrammes:

- **Project Desk** is responsible for overseeing the implementation of project-management office functions in GCIS, facilitating the GCIS' ability to manage its entire collection of projects as one or more interrelated portfolios and serving as a single source of information on project activity across the enterprise
- the **2010 FIFA World Cup Communication Programme Unit** is responsible for providing leadership to and co-ordinating government communication for the 2010 World Cup.



## SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

Subprogramme	Output	Measure/Indicators	Target	Actual performance against target
Management	Strategic leadership.	Regular meetings and support for heads of Project Desk and 2010 sections.	Weekly management meetings.	Weekly management meetings with managers. Post-Exco meetings took place every week.
Project Desk	Facilitate 70 communication strategy sessions for GCP projects and ad hoc projects and key messages.	Strategies developed in line with GCIS guidelines.	Quarterly reports.	80 communication strategies and 51 key messages were developed for GCP and ad hoc projects.
	Commission a service-provider to train approximately 30 GCIS and government heads of communication (HoCs) on communication-strategy development and writing.	Increased capacity and capability in GCIS and government communication system to develop and write quality communication strategies.	June 2007 – August 2007.	25 of the 30 HOCs were trained in communication-strategy development. 81 provincial staff members were trained in MS Project, 16 in Project Management theory and 80 senior communication officers in communication strategising. Ad hoc PIMS training was provided to supervisors and project leaders during the course of the year. A total of 202 (excluding PIMS training) employees were trained in different fields, co-ordinated by Project Desk.
	Conduct Ms Project 2002/03 training for GCIS staff - approximately 20 from Head Office and 25 from the provinces.	Improved use of MS Project software in the organisation.	July 2007 – January 2008.	81 Provincial and Local Liaison staff from provincial offices and 20 Head Office staff trained in MS Project. The Procurement process delayed the appointment of the service-provider for the facilitation skills training and the training will take place in May 2008 with all project leaders.
	Purchase an organisation-wide enterprise Ms Project Licence to cater for GCIS staff.	Improved capacity in application and use of project-management tools in GCIS.	July 2007.	MS Project server purchased by IT and will be implemented.
	Stage information-sharing sessions for cross-pollination of views, experiences and practices on MS Project application.	Project-management culture and practice promoted in the organisation.	July 2007.	Established a forum of Project Management Community of Practice attended by project leaders to share project-management knowledge, information, challenges, etc. The forum meets monthly.
	Review and update project management handbook(s) and other manuals.	Updated handbooks and manuals optimally used for improved project-management processes and procedures.	31 March 2007.	<i>Regional/Provincial Project Management Training Handbook</i> was updated and used. Other project-management manuals were updated at the end of 2006/07. They will be reviewed again in 2009.



## SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

Subprogramme	Output	Measure/Indicators	Target	Actual performance against target
Project Desk	Draft reports for project teams on behalf of supervisors and leaders.	1 April 2007 – 31 March 2008.	Quarterly reports.	Project reports, including PowerPoint presentations, were developed by Project Desk for project supervisors and leaders.
	Monitor and evaluate the implementation of project plans in consultation with supervisors and leaders.	A professional process adhered to by the project-management community in GCIS.	1 April 2007 – 31 March 2008.	Projects' progress was constantly monitored by Project Desk through PIMS.
	Implement all project closure processes, including drafting exit reports and sending out client satisfaction assessment template.	A professional process adhered to by the project-management community in GCIS.	1 April 2007 – 31 March 2008.	Exit reports were prepared for some completed projects.
	Convene Technical Co-ordination Committee (TCC) Marketing and Communication Cluster.	Meetings convened.	Four meetings.	Three meetings convened. Business Opportunities Conference communication co-ordinated from 19 - 20 June with Department of Trade and Industry and Organising Committee (OC). National government, including the TCC Marketing and Communication Cluster convened in July, September, November 2007 and February and April 2008.
2010 FIFA World Cup Communication Programme	Convene 2010 Intergovernmental Forum.	Meetings convened.	Two meetings.	One Intergovernmental Forum convened. Meetings delayed pending the outcome of the brand alignment currently underway within the OC.
	Provide Secretariat support for the 2010 National Communication Partnership (NCP) of public, private and civil-society communicators.	Meetings convened.	Six meetings.	Task team meetings convened monthly, except in August when the meeting was replaced by the 2010 NCP Conference on 15 August 2007.
	Convene core group meetings.	Meetings convened.	Two meetings.	One core group meeting co-ordinated. Core group is being incorporated into clusters.
	Building relationships with African communicators through existing continental and Southern African Development Communication (SADC) events.	Representation of the 2010 NCP at events.	Participation in three events.	The partnership participated in the FCB Africa Conference on 22 June 2007 and African Broadcasters Conference from 11 - 12 June 2007. A meeting with The African Editors Forum (TEAF) took place on 14 June 2007. Major component of plan implemented with inclusion of TEAF, African Union of Broadcasters and Southern African Broadcasters' Association into the partnership. Annual conference was themed on an African element and included communicators from the continent. Participated in the third International Events Management Imbizo (2 July 2007). Attended the African Union of Broadcasters' General Assembly and participated in the Southern African Broadcasters' Association Annual General Meeting (21 October 2007).



## SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

Subprogramme	Output	Measure/Indicators	Target	Actual performance against target
				Actual
	Popular publication: One million copies, 11 official languages and in Braille.	Publication produced and distributed.	Annual.	Mass publication produced in 11 languages and Braille. 1,2 million copies produced and distributed as per GCIS Distribution Strategy. Production for 2008 finalised. Publication for embassies, embassy events and intermediaries.
	Booklet overview of government's programme for the World Cup.	Booklet produced.	Update twice.	2 000 government information booklets updated and reprinted; used at the Preliminary Draw and by embassies and government departments. Remaining booklets distributed to embassies and stakeholders. <i>South Africa 2010 Pocket Book</i> distributed to key stakeholders – 1 320 books distributed.
	2010 government website.	Site launched.	Launched June 2007.	Website launched on 7 June 2007 and mutual link to FIFA implemented. CMS development commenced. Web developer appointed on contract to maintain the website. Site maintenance ongoing. 2010 website redesigned and ready for testing. Maintenance is done in-house from mid-March 2008.
	Media briefings by ministers and senior government officials.	Briefings held.	Four briefings.	Briefing by Deputy Minister of Finance was held in May 2007. 1 000 days community radio live broadcast and phone-in on 40 radio stations. Media briefing and liaison around the Business Opportunities Conference. Briefing by Deputy Minister of Finance in November 2007 on readiness, infrastructure, etc. Media briefing to launch the <i>2010 Mid-Term Report</i> . GCIS supported the Deputy President's visits to host cities with media liaison and key messages. Co-ordination of media liaison in response to electricity and other arising urgent matters.
	Communication around major milestones.	Communication for two events.	Two events.	Communication for the 2010 NCP Conference, including media tour of Johannesburg. Media briefings and liaison around the Preliminary Draw; provision of products and host-country information desk. Support to Sport and Recreation South Africa (SRSA) for Soccerex. Support to SRSA for jazz festival promotional activities.
	International research on public opinion on South Africa and Africa in the context of the World Cup.	Delivery of data.	Two sets of data.	First set of data obtained in December 2007 and analysis begun in January 2008. Presentation of the research to the International Marketing Council (IMC)/GCIS Ecxo, submitted to the Minister and provided to the Inter-Ministerial Committee meeting chaired by the Deputy President. Analysis completed and presented to 2010 NCP and the OC Marketing and Communication Board subcommittee (which includes the OC, SA Tourism, IMC and national government).
	Research in South Africa on public opinion of the hosting of the World Cup, using existing research GCIS instruments.	Delivery of data.	One set of data.	Data obtained from GCIS Tracker. Another set of data obtained from Markinor.
	Qualitative analysis of local and international media.	Reports compiled.	Fortnightly.	Reports distributed to government, NCP, OC and FIFA. Daily analysis and overview analysis provided to these partners for the Preliminary Draw. Reports distributed to government, NCP, OC and FIFA.



## PROGRAMME 1: ADMINISTRATION

### CHIEF DIRECTORATE: CHIEF FINANCIAL OFFICER

#### AIM

The chief directorate provides overall financial management, supply chain management and auxiliary services to the department. It oversees the implementation of the Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), the Preferential Procurement Policy Framework Act (PPPFA), 2000 (Act 5 of 2000), the Occupational Health and Safety Act (OHSA), 1993 (Act 85 of 1993), and the Management Information Security Standards (MISS). The chief directorate assists and guides top management on issues such as budget planning and management, financial management and administration, supply chain management and contracts as well as auxiliary services, including security.

#### SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following directorates:

- **Finance**, which includes Financial Administration and the Budget Office.  
**The Budget Office** is responsible for budget management and planning, which includes the Medium Term Expenditure Framework (MTEF), Estimates of National Expenditure (ENE), monthly projections and virements, Adjustments Estimates, expenditure control and monitoring, arrangement of the Budget Committee and the annual Budget Lekgotla.

**Financial Administration** comprises salaries, bookkeeping, subsistence and travel, transport, petty cash, departmental projects and the switchboard.

The directorate is responsible for financial year closing and drafting of the annual financial statements.

- **Supply Chain Management** is responsible for procurement, and asset and warehouse management for the department. It is furthermore responsible for the auxiliary services that entail security, registry and general maintenance of the building.

#### SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

##### **Finance**

Visits were undertaken to regional offices to ensure that control measures were properly adhered to in respect of financial management. Monthly expenditure and suspense accounts were monitored and controlled through monthly projections, monthly budget committee meetings, monthly financial control forum meetings and quarterly performance evaluation reports. All budget submissions and reconciliations were compiled and submitted within due dates, according to required standards. It continued to ensure that the department fully complies with the PFMA, 1999, Treasury Regulations and departmental financial policies. The effective financial controls can be attested to by the last Audit Report for the year ending 2006/07, which was unqualified with only one matter of emphasis relating to information technology.



## PROGRAMME 1: ADMINISTRATION

### ***Supply Chain Management***

The division strives for timeous service in the procurement and payment of service-providers. The unit has consistently evaluated the system put in place to monitor the period from which the request is logged to the time in which service is rendered and the supplier is fully paid. It has logged in an average success rate of 85%.

The directorate has again this year fully accounted for the departmental assets. The strategy of getting quarterly reports from all regional offices has enhanced the accountability of assets throughout the year. Discrepancies were picked up sooner and easily tracked and resolved at the earliest.

### **CHIEF DIRECTORATE: INTERNAL AUDIT**

#### **AIM**

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 OBJECTIVES AND INDICATORS**

The chief directorate has the following subprogrammes:

- ***Risk Management*** is largely responsible for facilitating the GCIS risk assessment and mitigation process, including raising awareness among all staff regarding the importance of risk management in the governance process. The unit is also responsible for other advisory services such as proactively participating in the review and drafting of internal control policies and procedures. Other consulting services include the co-ordination of and secretarial support for the GCIS bimonthly internal audit committee meetings and quarterly audit committee meetings.
- ***Information Systems Audit*** is responsible for auditing all information communication technologies within GCIS.
- ***General Internal Audit*** is responsible for all compliance and performance audits.

### **SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON IT**

#### **Consulting services**

##### ***Risk management facilitation***

As part of its mission to bring about a systematic and disciplined approach to risk management, the unit facilitated the development of the GCIS Wide Risk-Management Strategy and Plan by conducting workshops with all GCIS' business units.

The process began by reviewing existing risk registers to evaluate how effective they were mitigated. This led to a roll-over of the risks not yet mitigated and new risks emerging.



## PROGRAMME 1: ADMINISTRATION

Flowing from the revised risk register for the year under review, updated risk-mitigation plans were developed and follow-ups done for all significant risks identified.

The unit also contributed to risk awareness in GCIS by developing articles for distribution to all employees and running awareness workshops in four provincial GCIS offices.

The unit, as part of its consulting services, is also responsible for the co-ordination of and secretarial support to the bimonthly internal audit committee and quarterly audit committee meetings to look at the system of internal control, governance and risk management. By the end of the financial year, six internal audit committee and four quarterly audit committee meetings were held as planned.

The unit also continued to provide audit committee meetings' co-ordination and secretarial support to the Media Development and Diversity Agency – one of GCIS' public entities. By financial year-end, all four meetings were held as planned.

The unit participates in various strategic initiatives of the organisation to provide essential advisory services. This includes the Chief Audit Executive attending the weekly GCIS executive committee meetings and taking part in systems development and other initiatives to enhance the control environment.

### **Assurance services**

#### ***Information Systems Audit***

A dedicated unit for information and communication audits was established during the year under review and a number of audit projects were undertaken to review the system of internal control in line with the approved annual audit plan. Recommendations were made and have either been implemented or are in the process of being implemented. Ongoing monitoring is taking place.

#### ***General Internal Audit***

The General Internal Audit Unit provides assurance services to GCIS in terms of the traditional audits such as compliance and audit of performance information. All projects that were planned in terms of the annual audit plan were carried out as planned. The recommendations made have been implemented or are in the process of being implemented. Ongoing monitoring is taking place.



## PROGRAMME 2: POLICY AND RESEARCH

### AIM

Policy and Research analyses media coverage, monitors the implementation of government's programmes and provides research services. It ensures that communication products are informed by the public's information needs, through research that aims to identify what government information the public is interested in. It also tracks the mood of the nation. Having managed the process towards establishing the Media Development and Diversity Agency (MDDA), it continues to provide institutional support to the agency.

**MEASURABLE OBJECTIVE:** Inform government communication policy and strategy with results of research and analyses of trends in the communication environment.

### SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has three subprogrammes:

- **Management** is responsible for providing overall leadership, management and planning of activities
- **Policy** is responsible for contributing to the analysis and monitoring of government policy and programmes and their implementation
- **Research** assesses government and public information and communication needs, evaluates government communication initiatives and products and assesses the mood of the nation.

### SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

Two ongoing, countrywide research projects – the quantitative Tracker project and a qualitative project – assist the Government to keep track of the mood, perceptions and information needs of the public. Six national government departments bought into the Tracker project. Twenty research projects were conducted to enhance the effectiveness of various government communication products and initiatives – e.g. izimbizo, the 2010 FIFA Soccer World Cup™, communication regarding the State of the Nation Address and communication by local government. Ad hoc projects were conducted on request of other government role-players and communication research advice and support provided on request.

Primary research conducted by the Research unit is supported and enriched by the acquisition of research findings and reports from sources other than GCIS – both the private and public sector.

Limited financial and human resources result in the unit not always being able to attend to requests to conduct research projects on behalf of either GCIS or other departments, to provide advice and/or support, to do appropriate additional analysis and interpretation of findings or to share research findings.

Agreement was reached with the public broadcaster to do a 16-part programme on African language stations. An economic opportunities publication has been updated and the format was changed from cartoons to real pictures. For the first time, a 12-page pull-out copy of all provinces, focusing on provincial-specific programmes, was published.

## PROGRAMME 2: POLICY AND RESEARCH

Limited funding is one of the challenges facing the campaign, as more money would be required for the TV series as well as the workshops by provincial offices.

The directorate also aims to ensure that the Imbizo approach takes root through government by co-ordinating imbizo weeks (in April and October).

The directorate does maintenance of the database as a system for ensuring systematic feedback to imbizo as well as of the Media Access Database, which is used to index newspaper clippings and international headlines to share them with relevant stakeholders. It also provides administrative support to the MDDA, by co-ordinating meetings between the MDDA and GCIS CEOs as well as the meetings with the Minister in The Presidency.

Subprogramme	Output	Measure/Indicators	Actual performance against target	
			Target	Actual
Management.	Strategic leadership and integration of the work of the subprogrammes and liaison with other departments and The Presidency.	Regular and good-quality output.	Timeous and quality work as required and according to the annual cycle of governance.	Ongoing.
Policy.	Contributes to the analysis and monitoring of government policy and programmes and their implementation.	Effectiveness of analyses.	Daily analysis, regular reports, proposed policies adopted.	Daily monitoring and quarterly research presentations on media content analysis.
Research.	Research and information gathering to enhance effective government communication.	Effectiveness of research initiatives on government communication.	Regular advice and products in response to requests and needs.	Ongoing, regular presentations on research findings.



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

### AIM

G&ML provides strategic communication support to government departments and institutions by convening communicators' forums, providing an effective government news service and by building and maintaining good relations with national and foreign media. It facilitates the development of communication strategies by clusters, national departments and provinces within the framework of the national communication strategy.

**MEASURABLE OBJECTIVE:** Effective communication of government activities through the development of communication strategies and services for local and foreign media and government departments.

### SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has the following subprogrammes:

- **National Liaison** is responsible for co-ordinating strategic communication activities and programmes across government
- **International and Media Liaison** is responsible for ongoing media-liaison services and co-ordinates international communication and marketing programmes in collaboration with other stakeholders
- **News Services** is responsible for providing government and development-related news and information to community media and national and international mainstream media
- the **Parliamentary Office** is responsible for providing strategic communication support to government departments, and parliamentary correspondents and for providing an information service to Members of Parliament (MPs) and the public
- the **Communication Centre** is responsible for monitoring the national, international, electronic and print media to provide government with information on media coverage that is relevant to its various line functions.

### SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

Government has resolved that communication should be recognised as a strategic element in service delivery. This recognition will, among other things, ensure the optimum functioning of government's communication co-ordinating forums. There are ongoing efforts to ensure that these forums function optimally and are able to meet the key government objectives of informing the public. The creation of these forums was to ensure improved co-ordination and integration of government communication and strategising, thus making sure that government communicates more effectively in an integrated manner.

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

The functionality of these forums will contribute to the realisation of the overall mandate of GCIS of ensuring that the communication and information needs of the South African Government and public are met. These will further assist in planning ahead for media liaison, thus ensuring that the relations with the media are well maintained and there is improved planning for the Programme of Action (PoA) and cluster media briefings.

The Parliamentary Office provides strategic communication support to government departments with regard to their parliamentary programme. An ongoing task of this office is to ensure that government departments interact with parliamentary correspondents for better coverage of the PoA. Through the Information Resource Centre (IRC) in Parliament, MPs and the public are able to get information that they can use.

The efforts to improve and strengthen government communication also look at the rapid response of government, ensuring that government-related news are well monitored for government to plan better. The importance of ensuring that government is kept abreast of all issues being covered both at home and throughout the world necessitated a pilot programme through which officials in the Communication Centre worked night shifts to monitor government coverage in the media. The programme has been successful – the only challenge is a lack of sufficient funds. In an attempt to improve positive coverage of government, G&ML has developed plans to have ministers and directors-general (DGs) briefing the media on an ongoing basis. Communicators are encouraged to be pro-active in their communication and where possible set an agenda for government communication.

Production and distribution of government news and information are continuing with BuaNews producing three editions per day, which are distributed on weekdays and one on weekends. Efforts have been made by the directorate to ensure that stories and feature articles reach clients in a high ready-to-use standard. It consults government departments for news and information and the media on placement of feature articles. To further strengthen the dissemination of government information, the directorate is constantly in consultation with international media on new partnerships and international channels for the dissemination of news.

The development and co-ordination of communication strategies for the Government's international programme is another key area for the G&ML, working with various stakeholders, such as the Department of Foreign Affairs; International Marketing Council; the International Relations, Peace and Security Cluster; and other government departments. The unit is further responsible for ongoing media-liaison services and co-ordinates international communication and marketing programmes in collaboration with other stakeholders.



Subprogramme	Output	Measure/Indicators	Target	Actual performance against target
National Liaison.	Management of communicators' co-ordinating structures.	Communicators' forums meet regularly.	Three Government Communicators' Forum (GCF) meetings a year. Three Ministerial Liaison Officer (MLO) Forum meetings a year. Three provincial heads of communication (HoCs) meetings with GCIS Exco. Monthly meetings of communication clusters. Pre-Cabinet meetings a week before scheduled Cabinet meetings.	Three GCF meetings and one special GCF.  Two MLO Forum meetings took place and one meeting was postponed due to the unavailability of MLOs. Two meetings with provinces took place in GCIS and the other two took place at the GCF during breakaway sessions – totalling four meetings.  Cluster meetings took place throughout the year – with others being postponed to other dates. 13 meetings took place – out of 20 scheduled annual meetings.
	Facilitation of strategy development.	Cluster communication strategies approved by Cabinet.  <i>Government Communicators' Handbook</i> .  <i>Bua Magazine</i> .	Approval of cluster strategies by DGs.  <i>Government Communicators' Handbook</i> is released and distributed once in two years.  Four electronic <i>Bua Magazine</i> issues a year.  Updates of the calendar of events, database of communicators and the GCF web page.	All cluster strategies were approved by the Forum of South African Directors-General.  The new edition of the handbook was released in April 2007 – 2 000 copies were printed. In April 2008, 2 000 copies were reprinted.  Four issues of the magazine were published.  The updates on all the information products are done continuously.
International and Media Liaison.	Ongoing media liaison.	Better and more informed media reporting on the work of government.	Media briefings after the State of the Nation Address (SoNA).	The parliamentary media briefings after the SoNA were held as planned with all clusters presenting.
	Maintaining good relations with the media.	Better co-operation and improved relations.	Four cluster media briefings on the PoA. Post mid-year Cabinet Lekgotla briefing. One meeting between government and editors. Four media-networking sessions.	All four sets of PoA media briefings were held by all clusters. President Thabo Mbeki addressed the post-Cabinet Lekgotla media briefing in July 2007. The South African National Editors' Forum-Cabinet meeting was held in June 2007. Four media-networking sessions were held, including a media workshop with communicators.

Subprogramme	Output	Measure/Indicators	Target	Actual performance against target
News Services.	Production and distribution of government and development news.	News and feature articles produced daily and used by the media.	Three news issues per day and one feature article a week.	Three news editions produced daily. Target for features was exceeded with 71 produced in the reporting period.
Parliamentary Office.	Communication and media-liaison support to government departments in Parliament. Information service to MPs and the public.	Successful media events held. Informed legislators and public of government's PoA. Better co-ordination and improved relations Co-ordination of media opportunities at Parliament.	Cluster media briefings following the SoNA. Budget Vote briefings. Four cluster media briefings. Post-Cabinet media briefings. Provision of information as required. Open days for the public. Three media-networking sessions with the PGA. Regular meetings with Parliament's media team.	All clusters addressed the media. Provided support to departments with budget votes. Successful cluster briefings were held. 17 post-Cabinet briefings, including post-Cabinet Lekgotla briefing. Distributed info packs bimonthly to MPs and regularly to public, including <i>Vuk'uzenzele</i> . The IRC couriered publications to 96 constituency offices, distributed about 87 758 publications, including 38 931 to MPs. It received 8 625 enquiries (walk-in, telephonic and e-mails). Held three networking sessions and a workshop with the PGA. Provided support at the World Association of Newspapers Conference in Cape Town. Introduced SMS service of briefings and transcriptions of post-Cabinet briefings. Successful joint SoNA media accreditation and co-operation with events at the parliamentary precinct.
Communication Centre.	Production/distribution of press clippings. Electronic media monitoring.	Timely dissemination of products and reports to various clients.	Daily dissemination to government departments and South African missions abroad.	The Communication Centre introduced a night shift in February 2008 to detect breaking news and alert government communicators timeously to communication challenges. Monitoring of the regional print media was also introduced. The Communication Centre is now also monitoring major newspapers of five provinces (Gauteng, Western Cape, KwaZulu-Natal, Eastern Cape and Limpopo).



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

### AIM

P&LL provides a development communication and information service in liaison with provincial and local government and community organisations, and extends government's information infrastructure. It facilitates the establishment of Thusong Service Centres, formerly known as multi-purpose community centres, to broaden public access to government services and information available to the public, particularly in rural areas. It works with provincial government and the South African Local Government Association (Salga) in developing the communication capacity of local government.

**MEASURABLE OBJECTIVE:** Disseminate government information to and communicate with the public through the establishment of one-stop information centres and networks to integrate communication at local government level.

### SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The programme has three subprogrammes:

- **Management** is responsible for the overall responsibility, management and planning of the programme
- **Provincial Co-ordination** provides a range of support services to regional offices in implementing their development-communication mandate but also assists in co-ordinating partnerships nationally within and outside government for utilising the services and products of GCIS regional offices
- **Provincial directorates** promote government's development-communication mandate by identifying and meeting public needs for government information and supporting communication campaigns in partnership with provincial and local government.

### SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

During 2007/08, 27 new Thusong Service Centres were established, bringing the total number of operational centres to 123 countrywide by the end of March 2008. Typical services found in these centres include those from the departments of home affairs, labour, social development, health, the South African Social Security Agency, GCIS as well as telecentres, the Post Office, libraries, agricultural extension offices and municipal services. Some progress has been made in 2007/08 in opening offices of the Small Enterprise Development Agency and the Umsombomvu Youth Fund in these centres to provide economic opportunities and services. Community development workers (CDWs), the South African Police Service, non-governmental organisations and community-based organisations also offer services through the centres. A total of 784 new distribution points were established in district municipalities in collaboration with partners.



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

One hundred and seven P&LL staff members underwent training in Development Communication, General Administration, Project Management, Financial Administration for Non-Financial Staff, Working with Community Media, etc. There was also training for information resource centre (IRC) officers, and a landmark training session for administrative officers of GCIS provincial directorates and Head Office. Training in the new file plan system of GCIS has been conducted for all provincial directors, administration officers and secretaries. A handbook was developed to guide the establishment of government IRCs. Training in Development Communication has taken place in all provinces and with 10 national departments. A set of guidelines has been developed for the roll-out of audio-visual 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 13 centre managers from North West, Free State, Limpopo and Gauteng. This was in collaboration with the Gauteng Provincial Government (KwaZulu-Natal and Mpumalanga governments co-ordinated their provincial training). The focus was on the effective promotion of the centres, quality service delivery, the management of service standards and monitoring.

The eighth annual assessment workshop for the Thusong Service Centre programme was held with stakeholders from national, provincial and local spheres. The session assessed progress in finalising provincial Thusong Service Centre business plans and identified steps to be taken in developing a more comprehensive monitoring and evaluation system for the centres and the programme.

During the course of 2007, all provinces other than Gauteng and KwaZulu-Natal 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 Salga and the Department of Provincial and Local Government, released a set of guidelines for the communication system in local government as adopted by the President's Co-ordinating Council in June 2007.

Ward councillor training took place in North West, Northern Cape and the Free State. All provincial core teams on local government communication are now functioning well and 38 district communication forums (DCFs) are fully operational.

These forums are now able to serve 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 strengthening or establishing district local economic development forums with specific emphasis on communication initiatives around economic opportunities.



Subprogramme	Output	Measure/Indicators	Target	Actual performance against target
Management.	Strategic leadership and communication partnerships.	Regular meetings and support for the chief directorate.	Bimonthly.	Regular meetings of the Management Forum were held as planned, at least on a monthly basis.
Regional/Provincial Co-ordination.	Support services.	According to P&LL systems.	March 2008.	Done.
	Co-ordination of capacity-building.	Training for regional directorates.	Three meetings of the National Intersectoral Steering Committee (NISSC). Monthly monitoring and evaluation reports. Annual Thusong Service Centre assessment workshop.	Done. Two NISSC meetings. 276 monthly monitoring and evaluation reports. Annual Thusong Service Centre workshop conducted.
	Support to national Thusong Service Centre processes.	According to standards set in the Second-Generation Business Plan.	Thusong Service Centre manager training – one per year. Roll-out of Thusong Service Centre brand, according to targets.	Thusong Service Centre manager training included Gauteng, Limpopo, North West and Free State centre managers. 32 Thusong Service Centres branded.
	Monitor the communication campaigns of regional offices according to set standards.	Functional Ward Information Management System (WIMS).	Weekly and monthly reports.	Weekly and monthly status reports done on development communication projects. Five Development Communication Learning Network meetings conducted. One national and provincial session on development communication rapid response. 10 bilateral visits done.
	Development-communication partnerships.	Joint campaigns, training and information sessions and regular meetings with communication structures at national, provincial and local level.	Regular meetings. 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 with communication strategies by 2008.	Completed one National Local Government Communication System workshop and one Provincial Core Team workshop for seven provinces.  Completed ward councillor training in three provinces, namely North West, Northern Cape and Free State.
	Support to communication structures at local government level.	Development of systems and structures.		

Subprogramme	Output	Measure/Indicators	Actual performance against target	
			Target	Actual
Regional offices/ Provincial Liaison.	Rural distribution network and channels for government information.	Identification of contact points in communities to facilitate distribution.	Steady expansion of contact points.	A total of 838 distribution points were established.
	Community information projects.	Communication and information projects based on community's information needs.	Projects to meet needs as assessed.	4 186 development communication projects captured on WIMS and 2 496 exit reports.
	Thusong Service Centre roll-out.	Establishment of Thusong Service Centres.	As per the guidelines of the Second-Generation Thusong Service Centre Strategy.	GCSIS facilitated the establishment of 27 Thusong Service Centres, bringing the total to 123 Thusong Service Centres.
	Establishment of district GCIS offices.	Additional information centres established each year.	As per staffing plan of districts and available funds.	None.



## PROGRAMME 5: COMMUNICATION SERVICE AGENCY (CSA)

### AIM

The CSA produces communication products and provides services such as media bulk-buying; the production of videos, radio programmes and photographs; content development; design; and the marketing and distribution of government material.

**MEASURABLE OBJECTIVE:** To produce and distribute information through appropriate platforms and mechanisms to reach all the intended public.

### SERVICE-DELIVERY OBJECTIVES AND INDICATORS

The chief directorate has four subprogrammes:

- **Management** is responsible for overall leadership, management and planning of the programme.
- **Marketing, Advertising and Distribution** manages the corporate identity of government and develops strategies for marketing, distribution, event management and advertising for inclusion in campaign and project plans for government. It also handles the bulk-buying of media space for government advertising.
- **Product Development** develops broadcast strategies for inclusion in campaign and project communication plans. It is responsible for the production of videos and radio programmes for other departments. The subprogramme also produces advertisements, documentaries and information and promotional products. It provides a comprehensive graphic design, layout and exhibition design service as well as a photographic service to government clients.
- **Content Development** is responsible for developing and updating the content strategy and producing key messages and content for government information products in consultation with the rest of the department. It provides an ad hoc publication and editorial service to government clients and annually produces the *SA Yearbook* and *Pocket Guide to South Africa*. It also produces the *Style Guide for Government Communicators*.

### SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

In 2007/08, 1 037 requests for communication services and products were received and implemented. This was an increase of 341 from the previous financial year. These services and products were provided to The Presidency, government departments and state organs such as Parliament and the legislatures.

These services and products included the development of content; editing, proofreading and translation of various government information products; the development of media-placement strategies and the placement of government advertisements in print and electronic media; the distribution of information products; recording, radio broadcasting and photographing of key government events; as well as the designing and production of print products.

## PROGRAMME 5: COMMUNICATION SERVICE AGENCY (CSA)

The CSA continued to lead the mass multimedia campaign around the annual State of the Nation Address (SoNA). During the period under review, the campaign was expanded to achieve a follow-up, mid-year burst of communication on the 2007 Programme of Action (PoA) through the production of a publication in all official languages, as well as a five-part drama series with the objective of communicating government's achievements in implementing its PoA.

In the period under review, the CSA produced a range of multimedia products in support of the SoNA 2008 Campaign. These included a PoA 2008 publication, a photo-story publication based on the content of the PoA, a six-part radio drama series and a DVD.

As in previous years, the CSA also contributed multimedia products for, among other things, the 16 Days of Activism Campaign, the Anti-Crime Campaign, the imbizo campaigns, the celebrations of various awareness months and anniversaries, the national orders award ceremonies, and the Government Communicator of the Year Awards.

In the period under review, the print order of the *South Africa Yearbook 2007/08* totalled 45 000 copies and the *Pocket Guide to South Africa 2007/08*'s circulation totalled 20 000 copies. Some 27 000 copies of the *South Africa Yearbook 2007/08* were distributed to schools, public libraries and tertiary institutions free of charge. This is a key deliverable for government as it serves as the only official comprehensive record of government's work for the year.

The CSA also 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. The draft charter for the industry has been submitted to the Minister of Trade and Industry for ratification and gazetting.

The development of an electronic version of the *Corporate Identity Manual* has reached its final developmental stages and will be operational in the new financial year. The *Editorial Style Guide* was also published on the GCIS website and distributed to all government communicators.

Subprogramme	Output	Measure/Indicators	Target	Actual performance against target
				<b>Actual</b>
Management.	Strategic leadership.	Regular meetings and support for heads of CSA sections.	Weekly management meetings.	Weekly management meetings.
Marketing, Advertising and Distribution.	Insightful and creative briefs for advertising agencies.	Number of advertising/PR campaigns to be implemented.	11 campaigns per year.	Five campaigns as per client requests.
	Management and development of media-placement campaigns.	Number of media-placement briefs to be implemented.	80 media-placement campaigns.	206 media-placement campaigns.
	Marketing and distribution strategies and plans.	Number of marketing and distribution strategies drafted and managed per year.	Six major campaigns.	18 distribution campaigns.
	Equitable advertising reports.	Number of advertising spend reports per year.	Four per year.	Four reports.
	Research on the Advertising Transformation Index.	Research report benchmarked against the previous year's report.	One per year. One marketing audit per year.	One report. One marketing audit implemented.
	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.	Five roadshows (government). Two roadshows (external stakeholders). Two evaluation sessions.	11 roadshows undertaken. Two external roadshows undertaken. Three evaluation sessions undertaken.
Content Development.	SA Yearbook.	Produce SA Yearbook and side products on time and within budget.	45 000 soft-cover copies by March 2008. 27 000 distributed to schools, libraries, etc.	45 000 soft-cover copies printed by March 2008. 27 000 distributed to schools, public libraries and tertiary institutions.
	Coherent integration of content and creative representation in communication campaigns.	Demonstrated by information products and improved public impact.	Review of Content Strategy.	Content Strategy updated.



Subprogramme	Output	Measure/Indicators	Target	Actual performance against target
Product Development (audio-visual).	Comprehensive product-development service in support of key government information campaigns.	Relevant audio packages produced for community radio stations (CRS).	60 live link-ups per year with CRS.	59 link-ups with stations conducted.
		Flighting agreements with CRS fostered and maintained.	Visit 35 CRS in four provinces during 2007.	56 radio stations visited in six provinces.
Product Development (photographic and design).		Agreement with public broadcaster and other stakeholders for fighting/broadcasting of CSA video programmes.	Recording 66 events, producing two advertisements and developing 11 video programmes.	Video recording of 195 events, six adverts produced and 18 video programmes produced.
		Production of relevant video programmes on key government programmes and events for distribution to the public.	Seven <i>Talk-to-your-Minister</i> programmes. Live coverage of President and Deputy Opening of Parliament.	Seven <i>Talk-to-your-Minister</i> programmes. Live coverage of President and Deputy President izimbizo and Opening of Parliament and Budget Vote speech.
Product Development (photographic and design).		Production of radio advertisements.	45 radio advertisements on request for departments.	29 radio adverts produced. Six radio dramas produced. Five events recorded.
		Photographic images of all major government events and key programmes documented for archival purposes and for use in GCIS publications and in the media.	Coverage of 200 photographic events on key government activities.	383 events photographed.
Product Development (photographic and design).		Design, development and production/printing of government information products.	100 designs, including the SoNA tabloid/magazine in all official languages, five episodes of the SoNA photostory, and design and layout of <i>GCIS Annual Report</i> .	162 designs, including the PoA magazine in all official languages, six episodes of the SoNA photostory, design and layout of <i>GCIS Annual Report</i> , the <i>SA Yearbook</i> and <i>Pocket Guide to South Africa</i> .
		Assist with the management of Corporate Identity.	20 requests for assistance with government branding.	22 requests for assistance with government branding handled.



## PROGRAMME 6: INTERNATIONAL MARKETING AND MEDIA DEVELOPMENT

### AIM

The programme aims to market South Africa to the international community and promote development and diversity in the South African media.

The International Marketing and Media Development Programme consists of transfer payments to the two public entities under the control of the department, namely the International Marketing Council (IMC) and the Media Development and Diversity Agency (MDDA).

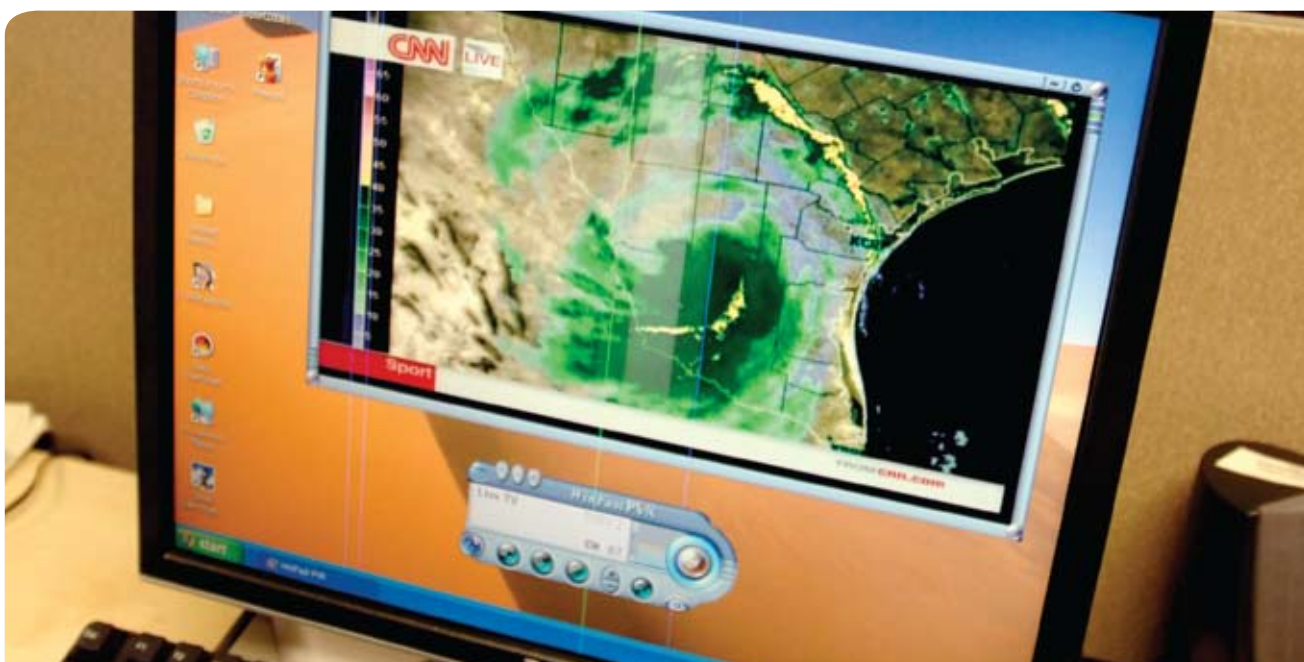
The MDDA was established in terms of the MDDA Act 2002, (Act 14 of 2002). The IMC was registered as a trust in terms of the Trust Act. Both public entities were also listed as Schedule 3A public entities in terms of the Public Finance Management Act, 1999 (Act 1 of 1999).

To ensure sound governance of the public entities, monthly meetings were held between GCIS and the two public entities to:

- consider the public entities' strategic plans
- monitor and evaluate their operational and financial performance, including evaluation of their quarterly reports prior to transfer of funds being effected.

A process is underway to finalise the shareholder compact (accountability arrangements) between GCIS and the two public entities to formally regulate the relationship. The shareholder compact will be operational from the financial year 2008/09 onwards.

The two GCIS public entities prepare and table their annual reports separately in Parliament.





## PROGRAMME 7: VUK'UZENZELE GOVERNMENT MAGAZINE

### AIM

The *Vuk'uzenzele* programme produces and distributes *Vuk'uzenzele* magazine, which provides the public with information on economic and other opportunities and how to access them. The magazine is produced and distributed every two months in three versions, namely, printed copies, Braille and the Internet.

**MEASURABLE OBJECTIVE:** To produce and distribute a magazine that enhances government's un-mediated and direct communication.

### SERVICE-DELIVERY ACHIEVEMENTS AND FACTORS IMPACTING ON THEM

During 2007/08, *Vuk'uzenzele* sustained a print run of 1,5 million copies for five editions and two million for the sixth one. The five editions consisted of 32 pages while the sixth one, which incorporated the Programme of Action as outlined in the State of the Nation Address, consisted of 48 pages.

*Vuk'uzenzele* comes out in three versions, namely normal printed copies in A4 size, Braille and online. The online version is updated each time a new edition is published and it coincides with the first day of distribution of the normal hard copies. For each edition, at least 527 copies of Braille are printed and distributed to organisations for the blind, schools for the blind, individual subscribers and through the GCIS provincial offices.

The magazine is distributed in all nine provinces in peri-urban, rural and deep rural areas with particular focus on the poorer sectors of society. Of the 32 pages, nine are translated into all official languages and they are distributed in areas where these languages are spoken. *Vuk'uzenzele's* distribution is in large part door to door with bulk distribution at government clinics, hospitals, police stations, Thusong Service Centres, rural post offices, etc. The distribution of the magazine is done by a contracted service-provider whose core business is the distribution of leaflets, which have a much wider reach than the normal limits of print distribution.

Another part of the distribution strategy focuses on the individual subscribers who contact GCIS through the Batho Pele Gateway Call Centre and GCIS Information Centre. Batho Pele Gateway's monthly reports indicate that since April 2007 it has been rated between number one and five in its top 10 enquiries. It was also found that 98% of the top 10 enquiries were around issues covered in the magazine i.e. education and training, how to start a business, bursaries, learnership opportunities, etc.

By 31 March 2008, individual subscribers stood at 1 503 while online subscribers totalled 1 275. GCIS continues to use the overruns produced with every print run to increase the reach of the magazine beyond its current footprint.



## PROGRAMME 7: VUK'UZENZELE GOVERNMENT MAGAZINE

*Vuk'uzenzele* continues to gain popularity and this is proved by the continued Tracker Research findings. The latest findings, whereby 1 899 respondents were interviewed countrywide, revealed that the majority of 61% claimed to have read the magazine and 31% had reportedly paged through it. Furthermore, 85% of those who had access and read or paged through the magazine said that they found it useful. More than two-thirds of the respondents were happy with the magazine being in English and other languages mostly spoken in their areas.

Overall assessment of *Vuk'uzenzele* magazine shows some reassuring levels of increase or stabilisation of awareness and usage. This confirms the research findings from a qualitative survey that was undertaken in April 2007 in which the people expressed that the magazine communicated essential, relevant and beneficial information regarding socio-economic opportunities, thus rendering it useful.

*Vuk'uzenzele* has been registered with the Audit Bureau of Circulation of South Africa (ABC) since June 2007. The ABC is a section 21 company which promotes the interests of bipartite groupings in the buying and selling of advertising and promotional material in the *Vuk'uzenzele* magazine. It guarantees accurate and comparable circulation and attendance figures, fully and fairly disclosed by the clients. An independent auditing firm was appointed for a year to perform an audit on the quantities printed and distributed. By March 2008, two audit certificates had been issued.

The magazine has dedicated five pages to promoting and profiling advertisers' and promoters' products and services at a reasonable market-related advertising fee. *Vuk'uzenzele* has managed to reach a target of five paid adverts for each edition in the past year. The challenge remains to get a balance of adverts from both private and the public sectors per edition, and *Vuk'uzenzele* continues to strive to maintain a balance in this regard.

As part of the Second-Economy Programme, *Vuk'uzenzele* has been working closely with the Chief Directorate: Policy and Research in the production and delivery of the Second-Economy and *Vuk'uzenzele* content through the SABC's 12 African language stations and TV. The campaign promotes general awareness and understanding of government's programme aimed at addressing the challenges of the Second Economy, therefore expanding the reach of the magazine to a vast majority of people at grassroots level and those with no access to a hard copy.

The radio and TV programme will strengthen the positioning of the magazine to the current readers. *Vuk'uzenzele* contributed financially to the programme from its marketing budget. Some 1 500 posters for the first two editions and 2 000 posters for the last four editions were produced and placed at the bulk distribution points, informing the public about the new published edition.

Subprogramme		Output	Measure/Indicators	Target	Actual performance against target
				Target	Actual
Management.	Strategic leadership.	Regular meetings and support for <i>Vuk'uzenzele</i> staff.	Weekly meetings.	A total of 41 weekly chief directorate meetings were held in 2007/08.	
<i>Vuk'uzenzele</i> .	Printing of the magazine.	Regular publication of target number of the magazine.	Every second month with a print run of 1,4 million and two million for the March edition.	A total of 9,5 million were printed as follows: five editions with a print run of 1,5 million copies each and one edition with two million copies.	
	Production of Braille and web-version of the magazine.	Regular production of Braille and publication of the web-version.	Every second month, with 600 copies in Braille.	The web-version was updated each time a new edition was published. Six web-versions of the magazine were updated in the past year. A total of 3 290 Braille versions were printed and distributed accordingly. The print run was reduced to 527 after receiving returns of the copies.	
	Promotion of the magazine.	Increased public awareness, demand and readership, assessed through own research, the All Media Products Survey and calls to Gateway Call Centre.	Steady increase in awareness, readership and readership response.	1 500 posters for the first two editions and 2 000 posters for the last four editions were produced each time a new edition was published, bringing the total produced to 11 000 posters. They were put up at bulk distribution points prompting the public to collect copies of the latest edition at those specific points. Two radio ads were also flighted, promoting the availability of the magazine. <i>Vuk'uzenzele</i> contributed financially to the Second-Economy Programme to expand the reach of the magazine.	
	Distribution of the magazine.	Extended reach among targeted public, assessed through the ABC.	Every second month.	A total of 9,5 million copies were distributed as follows: five editions with a print run of 1,5 million copies each and one edition with two million copies.	