Government Communication and Information System

The pulse of communication excellence in government

ANNUAL REPORT
2012/13

VOTE 9

Government Communication and Information System

The pulse of communication excellence in government

ANNUAL REPORT
2012/13

Submission of the Annual Report to the Executive Authority

To the Minister in The Presidency: Performance Monitoring, Evaluation and Administration, Mr Collins Chabane:

I have the honour of submitting to you, in accordance with the Public Finance Management Act, 1999, the Annual Report of the Government Communication and Information System for the period 1 April 2010 to 31 March 2011.

Phumla Williams
Acting Chief Executive Officer

Date of submission: 30 August 2013

The pulse of communication excellence in government

TABLE OF CONTENTS

**Government
Communication and
Information System**

The pulse of communication excellence in government

ANNUAL REPORT
2012/13

The pulse of communication excellence in government

2012/13

PART A: GENERAL INFORMATION

1. DEPARTMENT GENERAL INFORMATION

Physical address

GCIS head office

Physical address:	Government Communication and Information System, Tshedimosetso House, 1035 Frances Baard Street, Hatfield, Pretoria
Postal address:	Private Bag X745, Pretoria, South Africa, 0001
Switchboard:	027 12 473 0000/1
Email:	information@gcis.gov.za
Website:	www.gcis.gov.za

2. LIST OF ABBREVIATIONS/ACRONYMS

GCIS	Government Communication and Information System
BRICS	Brazil, Russia, India, China and South Africa
EPMDS	Employment Performance Management Development System
IT	Information Technology
MDDA	Media Development and Diversity Agency
PALAMA	Public Administration Leadership and Management Academy
PFMA	Public Finance Management Act
Salga	South African Local Government Association
Sanef	South African National Editor's Forum

3. STRATEGIC OVERVIEW

3.1 Vision
To be the pulse of communication excellence in government.

3.2 Mission
To lead the strategic communication of government, ensure coherence of message, and open and extend channels of communication between government and the people, towards a shared vision.

3.3 Values

Value	Meaning and behaviour associated with the value
Professionalism	• The organisation strives to operate at the highest level of professionalism in all business dealings at all times • Professionalism is embodied in friendly, polite and business-like behaviour. It drives a person's appearance, demeanour and professional interactions, providing others with a positive first impression • Officials should demonstrate professionalism by being courteous, honest and behaving responsibly when dealing with clients and representing the organisation • Officials should demonstrate a level of excellence that goes beyond the department's normal work and official requirements

Diversity	• The department contributes to democracy and equality by promoting a safe, positive and nurturing environment for everyone • Officials should recognise and respect that each person is different. This difference can refer to race, ethnicity, gender, gender preference, age, religious beliefs, socio-economic status or other ideologies • Officials should strive to understand and embrace each other's points of view, beyond simple tolerance, so giving everyone the opportunity to express themselves. This attitude should extend to the public
Openness and transparency	• The organisation should always be open with its communications, disclose all relevant information, and be accountable for its actions • Transparency demands that the department and its officials are straightforward and honest in their dealings at all times • Officials should provide colleagues and clients with access to accurate, relevant and timely information • The department recognises that transparency and accountability are essential for good governance
Innovation	• The department strives to be receptive to new ideas and adopt a flexible approach to problem solving. Officials are encouraged to think beyond the norm • Officials are encouraged to help each other address issues that cannot be addressed by a person working in isolation
Honesty and integrity	• Officials should exercise honesty in all their business dealings and strive to protect the department's integrity at all times • Officials should commit to the actions they have undertaken on behalf of their clients • The department strives for equity, fairness and good ethics in its decision-making and expects its officials to do the same with regard to one another • The department honours its commitments to build a foundation for trust

3.4 Strategic outcome-oriented goals

Government Communication and Information System (GCIS) has one strategic outcome-oriented goal: to provide a coherent, responsive and cost-effective communication service to all government programmes. This goal directly supports government's outcomes-based approach, specifically outcome 12: "An efficient, effective and development-oriented public service and empowered, fair and inclusive citizenship".

Government's 12 outcomes

Improved basic education

A long and healthy life for all South Africans

All people in South Africa are and feel safe

Decent employment through inclusive economic growth

A skilled and capable workforce to support an inclusive growth path

An efficient, competitive and responsive economic infrastructure network

Vibrant, equitable and sustainable rural communities with food security for all

Sustainable human settlements and improved quality of household life

A responsive, accountable, effective and efficient local government system

Environmental assets and natural resources that are well protected and continually enhanced

Create a better South Africa and contribute to a better and safer Africa and world

Outcome 12(a): An efficient, effective and development-oriented public service

Outcome 12(b): An empowered, fair and inclusive citizenship

Output: Quality of service delivery and access to government services

4. Legislative and other mandates

GCIS was formally established in terms of section 239 of the Constitution and as a strategic unit in The Presidency in terms of section 7 of the Public Service Act, 1994 (Act 103 of 1994). The organisation is mandated to coordinate, guide and advise on government communication, including media liaison, development communication and marketing. Its goal is to achieve integrated, coordinated and clear communications between government and South African citizens to enable public involvement in the country's transformation. The work of GCIS is further informed by:
• The Constitution of the Republic of South Africa (1996)

• The Public Finance Management Act (PFMA), 1999 (Act 1 of 1999, as amended)
• International bilateral and multilateral agreements
• National Treasury's Framework for Strategic Plans and Annual Performance Plans
• The Medium Term Strategic Framework 2009-2014.

5. Public entities reporting to GCIS

Name of entity
Media Development and Diversity Agency (MDDA)
Legislative mandate
The agency was established in terms of the Media Development and Diversity Agency Act (2002)
Financial relationship
GCIS makes transfer payments to fund the activities of the MDDA
Nature of operations
Ensures an enabling environment for continued media diversification, giving people from all demographic groups the opportunity to participate in public discourse

6. ORGANISATIONAL STRUCTURE

Minister
Mr C Chabane

Deputy Minister
Mr O Bapela

Acting Chief Executive Officer
Ms P Williams

Director: Office of the Chief Executive Officer
Ms P Pillay

Deputy Chief Executive Officer: Communication Service Agency
Not funded

Deputy Chief Executive Officer: Content Processing and Dissemination
Mr H Maloka

Deputy Chief Executive Officer: Intergovernmental Coordination and Stakeholder Management
Ms N Legoabe

Acting Deputy Chief Executive Officer: Coporate Services
Mr K Semakane

Chief Director: Communication Service Agency
Mr D Liphoko

Chief Director: Policy and Research
Ms T Carrim

Chief Director: Provincial and Local Liason
Mr M Currin

Chief Director: Strategic Planning and Programme Management
Ms Z Potye

Chief Audit Executive
Mr D Modiba

Chief Director: Products and Platforms
Mr T Seale

Chief Director: Social Sector & Governance and Admin Clusters
Vacant

Chief Financial Officer
Mr K Z Momeka

Chief Director Marketing & Distribution:
Vacant

Chief Director: Economic and Infrastucture, Justice and International Clusters
Ms N Tengimfene

Chief Director: Property and Facilities Mangement
Ms T Thomo

Chief Director: Media Engagement
Ms N Momodu

Chief Director: Information Management and Technology
Mr T Vandayar

Chief Director: Training & Development
Mr B Simons

Note:
The DCEO: Communication and Content Management resigned in January 2013 and was replaced by Mr H Maloka
The CFO resigned in September 2012 and was replaced by Mr Z Momeka in April 2013

7. FOREWORD BY THE MINISTER

At the beginning of this reporting period, I set Government Communications the challenge of being heard – by the public, by the media, by business and by our social partners.

I recognise that words are no substitute for action, which is why GCIS, as the coordinator and provider of strategic thought in government communications, continues to focus on the practical issues of communication – skills development, production, distribution and public interaction.

The role of GCIS is to make the country aware of government's progress, particularly regarding its five priorities and 12 outcomes.

The average citizen should know that, according to Census 2011 and government's own monitoring programmes, life expectancy has improved to 60 years since 2009, that government has built more than three million houses since 1994, and that the percentage of households with access to potable water has increased from 60% in 1994 to more than 95%. It should be common knowledge that about 85% of households now have access to electricity.

Government continued its focus on development when it published the *National Development Plan: Vision for 2030* in 2012. Now, more than ever, citizens need to unite behind a common goal and believe that it is not only attainable, but for the good of all of us.

In the year under review, GCIS has done much to strengthen communication channels between government and the people.

Initiatives such as the Public Participation Programme have helped close the social distance between citizens and the executive, and 1,7 million copies of its *Vuk'uzenzele* newspaper, thousands of them in Braille, have been distributed free of charge each month, particularly in underserviced areas.

GCIS further provided strategic support to community media channels and facilitated relationship-strengthening engagements between the executive and commercial media. During the reporting period, the department reinvigorated its communication products, rebranding and re-launching the South Africa Government News Agency and enhancing government's online presence by ensuring that its official website contains timeous, accurate information. GCIS has also ensured that government's social media presence is active and relevant.

GCIS found innovative ways to communicate with those who have little access to traditional or digital media.

One such innovation was a partnership with Transnet's Phelophepa Health Train, which visits 24 train stations in four provinces and provides services to 380 000 people. The Thusong service centres, located primarily in rural and underserved areas, continued to provide government services and distribute communication products, reaching more than 3,1 million people during the reporting period.

The communication environment is changing rapidly, with more and more people using their cellphones to connect to the Internet and to access social media. This provides government with the prospect of strengthening the direct communication strategy it has followed in recent years.

I commend Phumla Williams for stepping into the role of Cabinet spokesperson and GCIS' acting chief executive officer. She has performed these roles admirably. I would also like to thank the GCIS team for rising to my challenge. There is still much to be done, but we are on the right path.

Mr Collins Chabane
Minister in The Presidency: Performance Monitoring, Evaluation and Administration
Date: 30 July 2013

8. DEPUTY MINISTER'S STATEMENT

Government finds itself in a place where citizens are asking whether we have come far enough in the past 20 years.

The answer is not straightforward. In recent years, government has directed resources towards devising systems to measure administrative performance and instil a culture of performance monitoring in the public service. Through this process, we have learnt that the country has made significant strides in almost every socio-economic metric. Yet, because of the enormity of the task the first democratic administration faced in 1994, there is still much to do.

It is the job of a government communicator to present a reasoned case for the realities we face and clearly communicate the direction in which this administration is steering us as we work towards a common vision for 2030. An informed public is an empowered public, and South Africa needs an active, empowered citizenry if it is to realise its full potential.

Communicators in all governmental spheres and departments have taken this task on with grace.

However, communication that is relevant, transparent and backed by reliable information requires constant research, development and training. This is the role of GCIS: to support government communication at all levels by providing officials with the skills, information and media platforms to broadcast government's developmental initiatives and progress, while listening closely to the voice of the public.

Through the hard work of the GCIS team and our many diligent government communicators, government's communication system stands ready to play a pivotal role in how we, as a nation, learn about our progress and understand the task at hand. I urge GCIS and our network of government communicators to redouble their efforts in communicating government's core messages.

Mr Obed Bapela
Deputy Minister: Department of Performance Monitoring and Evaluation

Date: 30 July 2013

9. OVERVIEW OF THE ACCOUNTING OFFICER

The 2012/13 financial year was, for GCIS and for government, a year underscored by a fiscal imperative to do more with less, as directed by the Minister of Finance in his February 2012 Budget Speech. The GCIS budget was reduced from R496,4 million in 2011/12 to R429,1 million in the reporting period – a trend that is set to continue throughout the medium-term expenditure framework.

This spurred our department on to identify areas where we could operate more efficiently – such as streamlining where functions were duplicated or identifying where funds could have a greater impact – and areas where we could delay activities while still meeting our mandate.

With discipline and innovation, and by employing good governance practices, we are working with what we have to achieve our goals.

In the more than 10 years I have been with GCIS, the importance of functioning as a single unit – whether as a department, a government-wide communication system or as government itself – has never been clearer.

During the year under review, we restructured certain functions and sought to work better as a single unit, rather than a collection of disparate chief directorates.

I am proud to say we have mostly achieved what we set out to do, although a number of challenges remain, primarily around the government communication system's lack of agility regarding crisis communications.

In times of trouble, the public turns to government for reassurance in the form of a decisive statement and plan of action. At present, the period between a crisis event and government's response is unacceptably long. We aspire to shift this trend in months to come.

Coherence of message

During 2012/13, we continued to roll out the Cabinet-approved revised National Communication Strategy, which enjoins GCIS and other government departments to align their values and messaging around government's 12 outcomes and five priority areas – education, health, rural development, job creation, and safety and crime prevention.

Achieving a coherent message required strengthening our relationships with other government departments. This we did by, for instance, jointly developing communication strategies for specific campaigns such as the 2013 Africa Cup of Nations and the Brazil-Russia-India-China-South Africa (BRICS) summit, held in Durban in March 2013.

Interactions with the public

Communicating directly with the public is a key focus area for GCIS. We used every opportunity to promote civic education and active citizenry, in line with the National Development Plan goals, and routinely facilitated interactions between the public and government representatives at national, provincial and local government level.

The Public Participation Programme, often referred to as izimbizo, was once again the cornerstone of our approach to facilitating direct communication between government and the public. The programme provided members of the executive with a first-hand account of the issues faced by communities and strengthened the solution-oriented nature of the partnerships between communities and government.

The commitment to direct and unmediated communication at the highest level is demonstrated through the Siyahlola Presidential Monitoring Programme, a joint initiative between The Presidency, the Department of Performance Monitoring and Evaluation, and GCIS. Formally rolled out in 2012/13, Siyahlola provides members of the executive, particularly the President, with progress reports on the implementation of government's five priorities, 12 outcomes and annual programme of action. It also facilitates site visits and interactions with affected communities.

Siyahlola Presidential Monitoring Programme

The Siyahlola Presidential Monitoring Programme is one of the platforms government uses to collate, monitor and respond to public concerns. The programme was rolled out formally in July 2012, in uMzimkhulu, KwaZulu-Natal, where the President conducted site visits and heard from the community on the difficulties they face. The President has, on previous occasions, visited the Eastern Cape, Limpopo and the Free State.

Since the launch of the formal programme, the President has conducted visits to five other areas, including Ngobi village in the North West and Nelspruit in Mpumalanga. The issues raised during the programme's activities included the poor state of municipal services, access to water, school infrastructure backlogs and public transport.

GCIS, working with the Presidency and the Department of Performance Monitoring and Evaluation, forms part of the research team that conducts door-to-door research as part of profiling communities and their needs. The department also coordinated the communication activities around each visit, including designing and printing the pamphlets that contain the contact details of officials in the municipality, developing a joint media plan and alerting local media, and supporting the fieldwork that went into recording information in the Public Participation Programme system. The departments involved in Siyahlola use this system to monitor the delivery of services promised by the President during his visits and publicise success stories.

We also ran a series of information seminars after the President's State of the Nation Address in which Cabinet members unpacked the Address in the context of their portfolios for an audience of key stakeholders.

The 170 Thusong service centres remain government's primary means of providing services to, and communicating with, residents in rural or under-serviced areas. Despite a strong marketing campaign to increase awareness of the centres, 30 were delisted during 2012/13. These centres had become dysfunctional due to poorly maintained infrastructure and utilities, and severe damage due to natural and man-made disasters, among others. In addition to the promotion of individual centres in the provinces, a national marketing and promotional drive for the programme was undertaken through adverts in the Sowetan, Daily Sun and 28 community newspapers, as well as the national phone-in programme through 52 community radio stations during the fourth quarter. Six new centres were operationalised and some of the areas that were not previously serviced were provided with integrated mobile units during the year under review to continue bringing government information and services closer to the people.

Media interactions

GCIS facilitated "talk-to-your-minister" sessions at community radio stations around the country, during which listeners were invited to call in and pose questions directly to members of Cabinet.

These sessions were not only about interacting with the public; they were also about developing community media, part of a key government strategy for enhancing media diversity and advancing transformation.

Many community media organisations either lack the administrative capacity needed to create sustainable businesses or their audience is too segmented to attract significant advertising spend. In the past financial year, we directed R37,6 million of government's advertising budget under GCIS management control to community media.

Since we pay 98% of our suppliers within the requisite 30-day payment window, community media organisations now finally have a bankable income that they can use to grow their businesses and become self-sustaining.

GCIS again facilitated the yearly meeting between Cabinet and the South African National Editors' Forum, a non-profit organisation representing editors, senior journalists and journalism trainers from various spheres of media. Unlike previous engagements, which dealt with the relationship between government and local commercial media houses, this engagement focused on substantive issues within government's policy framework, such as the infrastructure build programme and the National Development Plan.

We hope that promoting understanding of government strategies and policies in newsrooms will allow the media to better keep citizens informed and hold the government to its word.

Electronic media approach

The trend towards more sophisticated media usage will be a challenge for government, but it is important to keep pace with the ever-evolving global communications landscape. To this end, GCIS purchased digitisation equipment and updated a number of online communication products during the year under review.

BuaNews, government's news agency, was rebranded SAnews.gov.za and is a source for current news articles, audio clips, photographs and videos that is accessible, free of charge, to international, national and community media. We also entered into reciprocal news agreements with news agencies and publications in other parts of the world to strengthen the flow of information between South Africa and our international partners, particularly those in BRICS countries.

The project to revamp the South Africa Government Online (www.gov.za) and South Africa Government Services Online (www.services.gov.za) websites did not meet the target completion date due to the service provider falling behind schedule. However, these updates were completed early in the 2013/14 financial year.

Conclusion

GCIS is what it is only because of the people who work here and the strategic guidance of Minister Collins Chabane, Deputy Minister Obed Bapela and Parliament's Portfolio Committee on Communications. I thank them all for the support they have provided over the past year.

Ms Phumla Williams
Accounting Officer and Acting Chief Executive Officer
Date: 30 July 2013

2012/13

PART B: PERFORMANCE INFORMATION

The pulse of communication excellence in government

1. STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION

The accounting officer is responsible for preparing the department's information and for the judgements made in this information.

The accounting officer is also responsible for establishing and implementing an internal controls system to provide reasonable assurance regarding the integrity and reliability of performance information.

In my opinion, the information in this report fairly reflects the performance of the department for the financial year ended 31 March 2013.

Ms Phumla Williams
Accounting Officer

Date: 30 July 2013

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 Service-delivery environment

Budget constraints have restricted GCIS' operations in recent years, although performance has not been significantly affected as targets have been amended accordingly. The budgetary constraints came at a time when the department had undergone programme and organisational changes to deliver on the revised 2009–2014 National Communication Strategy, the latest iteration of which was approved by Cabinet during 2011/12.

Based on the revised strategy, GCIS:
*   took a more central role in coordinating government communication and increasing the capacity of government departments to communicate on government's five priority areas

*   revised products and platforms to give them greater reach and impact, so ensuring that government's actions and services are understood by, and accessible to, all

*   leveraged government's advertising budget to better support media development, diversity and transformation.

The lingering effects of the global economic crisis have affected the country's economic growth and national budget. As a result, government has focused on improving the quality of spending, while cutting back in certain areas. GCIS has followed suit by sharing skills across programmes, identifying areas to reduce spending while maintaining outputs, and postponing implementation of certain elements of the National Communication Strategy.

Although planned activities have not been cancelled, their frequency or scale has been affected. The budgetary constraints have, in part, also contributed to some of the changes to the organisational environment detailed later in this section. Actual and estimated expenditure across the divisions is represented in the table below.

2.2 Actual and estimated expenditure
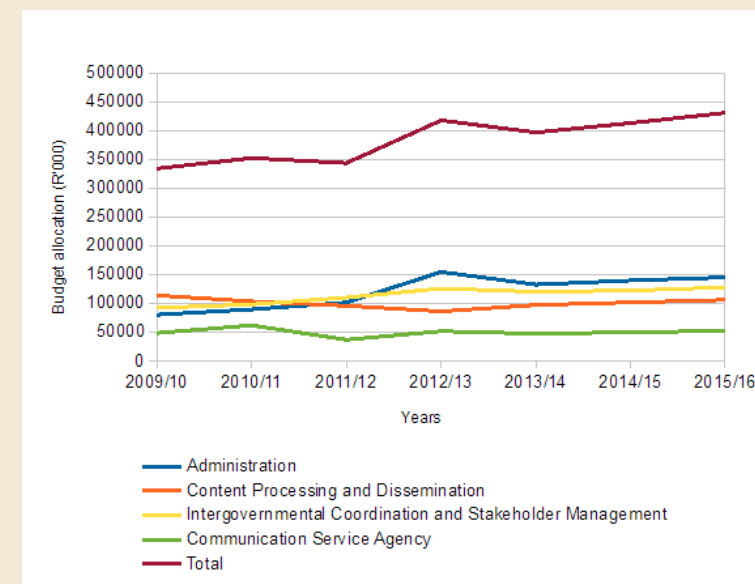
2.3 Service-delivery Improvement Plan

The department has completed a service delivery improvement plan. The tables below highlight the service delivery plan and the achievements to date.

Main services provided and standards

Main services	Actual customers	Potential customers	Standards of service	Actual achievements against standards
Provide communication support to national departments	Heads of communication	Heads of communication	Develop 16 key messages, fact sheets and other content documents	Provided support to departments and clusters for over 50 types of content – key messages, fact sheets, questions and answers, briefing statements, speech notes and leaflets
	Heads of communication	Heads of communication	Generate key messages, fact sheets and other content documents aligned to government message	Provided support to departments and clusters for over 50 types of content – key messages, fact sheets, questions and answers, briefing statements, speech notes and leaflets
	Heads of communication	Heads of communication	Develop key messages in consultation with line department	Provided support to departments and clusters for over 50 types of content – key messages, fact sheets, questions and answers, briefing statements, speech notes and leaflets
	Heads of communication	Heads of communication	Provide communication support to 50% of departments	Provided communication support to national departments and clusters on key government campaigns, including communication strategies, key messages, fact sheets, and questions and answers
	Heads of communication	Heads of communication	Adopt client service approach	Established, maintained and strengthened working relationships with key government communicators, for the five priorities
	Heads of communication	Heads of communication	Ensure that clusters maintain open and transparent relationships with heads of communication	Established, maintained and strengthened working relationships with key government communicators, for the five priorities Cluster supervisors are first contact with departments on issues emerging from media and key campaigns
	Heads of communication	Heads of communication	Provide accurate information about communication opportunities and how to access them	Established, maintained and strengthened working relationships with key government communicators, for the five priorities Cluster supervisors are first contact with departments on issues emerging from media and key campaigns
	Heads of communication	Heads of communication	Resolve queries within three days and escalate where necessary	Established, maintained and strengthened working relationships with key government communicators, for the five priorities Cluster supervisors are first contact with departments on issues emerging from media and key campaigns
Coordinate communication forums across all spheres of government to strengthen intergovernmental relations	Provincial and local government	Provincial and local government	Coordinate three extra functional district communication forums, making a total of 37	Participated in 45 functional district communication forums across government
	Provincial and local government	Provincial and local government	Coordinate four metro communication forums	Coordinated and participated in six metro communication forums

Consultation arrangements with customers

Type of arrangement	Actual customers	Potential customers	Actual achievements
Create the following platforms for citizens to interact with government and access information: - **Izimbizo/Public Participation Programme** - **Thusong service centres** - **Outreach programmes**	Government departments and the public	Government departments and the public	Political principals implemented 304 Public Participation Programme events Implemented 3 004 development communication projects and 513 marketing events for Thusong service centres and integrated mobile units Took part in phone-in radio programmes at 52 community radio stations Conducted 3 695 community and stakeholder visits through distribution, environmental assessments and Thusong forum meetings 1 582 213 government communications were distributed to provincial and local communities

Service-delivery Access Strategy

Access strategy	Actual achievements
Thusong service centres are established and marketed in areas where they can enhance citizen access to government services and information **Every Thusong Service Centre must have an information resource centre to provide access to government information and products**	513 marketing events for Thusong service centres and integrated mobile units were held

Service-delivery Access Strategy

Types of information tool	Actual customers	Potential customers	Actual achievements
Web portals **Information centre** **Information resource centres** **Websites**	Government departments and the public	Government departments and the public	Email and telephone inquiries (regarding, for example, how to apply for an identity document, access government pension or unemployment insurance payments) were attended to within 48 hours. Other queries were referred to relevant departments Two workshops were held with content managers from national and provincial government Communication advice was provided to customers Completed a website audit for the Department of Communications Completed a content audit for all national departments

Complaints mechanisms

Complaints mechanisms	Actual achievements
Information centre (email, fax or telephone) **1020 national call centre** **Presidential Hotline**	Four issues received by GCIS through the Presidential Hotline were successfully dealt with 26 146 people visited information resource centres in nine provinces, at head office or Parliament's information resource centre

2.4 ORGANISATIONAL ENVIRONMENT

People

In August 2012, Phumla Williams was appointed Acting Chief Executive Officer and Cabinet spokesperson when the contract of the former Chief Executive Officer and spokesperson, Jimmy Manyi, came to an end.

Keitumetse Semakane has been appointed Acting Deputy Chief Executive Officer of Corporate Services to fill Phumla Williams' previous role.

In addition, the Deputy Chief Executive Officer of Communications and Content Management, Vusi Mona, resigned towards the end of the year. Tyrone Seale was the acting replacement.

At the end of 2012/13, the positions of Marketing and Distribution Chief Director and Chief Financial Officer were also vacant. A new Chief Financial Officer was appointed in April 2013 and recruitment is under way for the remaining vacancies.

The recently formed Communication Service Agency Chief Directorate, which is tasked with media bulk buying on behalf of government, continued to increase its capacity, as did the new Rapid Response Unit.

Despite the senior management vacancies and number of people in acting posts, GCIS has demonstrated strong leadership and organisational harmony. This is partly due to the GCIS team having a long history of working together, with willingness to work across programmes and chief directorates. Despite the staff turnover, the department has maintained a low vacancy rate of 5% throughout the year.

Processes and programmes

During the year under review, GCIS shifted certain programmes, functions and personnel to maximise efficiency.

The Training and Development Chief Directorate was transferred from the Communication and Content Management Programme to the Corporate Services Subprogramme, which handles department-wide human resource development. Subsequently, the Human Resources Chief Directorate was split into Human Resource Management and Human Resource Development, and the latter was transferred to the Training and Development Chief Directorate. Human Resource Development remained a stand-alone chief directorate.

In addition, the Policy and Media Analysis Directorate was restructured into the Communication Performance Monitoring and Evaluation Directorate, which monitors and evaluates the efficacy and function of government's communication system. The results inform the continuous improvement of communication units within government departments.

These changes did not adversely affect the department's functioning and were a necessary response to improve efficiency and save costs. However, because performance forecasts and targets are set early in government's reporting cycle, reorganising the department means that many of the performance targets based on the old structure were met in another way, differing from what the department is presently reporting against. A limited number of performance targets were not met due to the restructuring, and where relevant, this has been stated in the programme performance tables and a remediation plan devised.

Towards the end of the reporting period, GCIS held a two-day strategic workshop to address Cabinet's concern about insufficient communication in some areas, particularly crisis communication. Government's communications also need to reflect the policy coherence expected with the implementation of the National Development Plan (2012). These and other enhancements are at various stages of development and will be implemented over the medium term.

2.5 Key policy developments and legislative changes

Other than the organisational changes mentioned above, there were no changes in policies or legislation that may have affected operations during the reporting period.

3. STRATEGIC OUTCOME-ORIENTED GOALS

The department has one strategic outcome-oriented goal in support of government's outcome 12.

Strategic outcome-oriented goal

Coherent, responsive and cost-effective communication services for all government programmes.

Goal statement

To provide strategic leadership in government communication and coordinate a government communication system that ensures the public is informed of government programmes and policies.

This outcome-oriented goal is expressed through GCIS activities and it also finds expression in the department's five strategic objectives.

GCIS's strategic objectives, progress and significant achievements

1. Provide responsive, cost-effective, compliant and business-focused corporate services

GCIS has strategic management processes and procedures in line with the PFMA and regulations from the National Treasury, the Auditor-General of South Africa, the Accountant-General and the Department of Public Service and Administration. As a result, the organisation has the administrative capacity to consistently meet the relevant planning and reporting requirements within the requisite time frames. The department has, once again, received an unqualified audit opinion for the period under review.

In addition, the corporate services systems in place have allowed the department to consistently pay its suppliers within the prescribed 30 days. GCIS has also built specialist project-management capacity, which it uses to manage internal projects and support other government communication projects, including the 2013 State of the Nation Address and the awarding of national orders.

The department continues to improve its human capital management systems, allowing it to meet or exceed targets for employment equity, training and development, and performance-management and coaching. During the period under review, GCIS implemented a new e-recruitment system to improve the job-application process by improving capacity to handle responses and communicate directly with candidates by email. GCIS is also focused on developing the skills and knowledge of existing staff. The Knowledge Management Unit, for example, organised internal discussion sessions on infrastructure development, the National Development Plan and job creation. As part of this ongoing commitment to developing the staff's knowledge and skills, the department's Skills Development Committee approved 29 bursary applications to allow GCIS officials to further their studies in communication and public administration.

The department's information management and technology systems, which were available more than 95% of the time during the period under review, have enabled other units within the department to function more efficiently and effectively.

2. Build people, products, processes and a reliable knowledge base to ensure an effective government communication system

GCIS strives to coordinate and strengthen the capacity of the government-wide communication system, rather than communicate on behalf of government departments. To support this goal, the department has centralised its training and development capacity into a single directorate that services the department and communication units within government. In addition, as part of the five-year strategic plan, GCIS is identifying the core competencies of an effective government communicator; developing government-communication norms, standards and qualifications; and ensuring that communicators at all levels of government develop these competencies and adopt the standards.

GCIS also monitors the media and conducts research and analyses to grow the knowledge base of government's communication system and enhance its ability to function. Based on the information thus gathered, during the year under review it rolled out new platforms, such as social media, and improved existing platforms, such as the revamped SAnews.gov.za website.

3. Maintain and strengthen a well-functioning communication system that proactively informs and engages the public

GCIS uses the 2009–2014 National Communication Strategy as its key tool to align messages and achieve coherence at national, provincial and local government levels. GCIS has been rolling out the strategy, presenting it at government communicators' forums and building it into training and development initiatives. Although there is more to be done, these activities have allowed government's communication system to inform the public about government's policies, plans, programmes and achievements.

GCIS always focuses on the relationship between government and the media. The year under review marked the first time that government's meeting with the South African National Editors' Forum dealt substantively with policies and plans, such as the infrastructure build programme and the National Development Plan. This allowed editors to gain a better understanding of government's work, which will improve how newsrooms report on it.

1. **Provide an efficient and effective production, media bulk-buying and advertising agency for government**

The Communication Service Agency is operational. The importance of the agency's work is twofold: cost-effective media purchases can help realise savings, and centralised media buying means that government can use its resources to advance media development, diversity and transformation. To this end, the agency has directed 17,05% of the R220,2 million of government spending on advertising under GCIS management towards community media organisations to improve their sustainability.

2. **Projecting, defending and maintaining the image of government and that of the State**

In response to the executive's request for a faster, more agile communication system, GCIS has restructured its Rapid Response Unit and will, for the remainder of the strategic planning period, focus on growing this into a more robust system that keeps the executive abreast of developments in the media environment and allows them to respond more quickly.

GCIS' Public Participation programme (izimbizo) has also played a role in making the executive and key members of the administration available for interaction with the public. This programme will continue to be developed, as the National Development Plan highlights the importance of closing the social gap between the State and the public.

In addition, the Siyahlola Presidential Monitoring Programme that allows the President, members of Cabinet and the executive at local and provincial government levels to monitor progress on government's five key priority areas and 12 outcomes, became operational during this five-year strategic planning period.

4. PERFORMANCE INFORMATION BY PROGRAMME

This section reviews GCIS's performance in realising government's strategic agenda. It is guided by, and structured according to, the National Treasury's requirements.

The department is organised into four programmes: Administration; Communication and Content Management; Government and Stakeholder Engagement; and the Communication Service Agency.

4.1 Programme 1: Administration

Purpose and strategic objectives

Administration provides overall management and support services to the department. The programme's strategic objectives are to operate an efficient, effective and compliant government communication organisation.

Subprogrammes

Administration's functions are organised into the following subprogrammes:

- **Strategic Planning and Programme Management** is responsible for developing GCIS strategic and business plans, including risk management. It also monitors and evaluates how these plans are implemented and reports on their performance. Strategic Planning and Programme Management is further responsible for implementing professional project-management methods for GCIS and government-wide communications.

- **Human Resources** provides strategic leadership in implementing the department's human resources management strategy.

- **Information Management and Technology** implements and supports information management and technology systems in GCIS.

- **Finance, Supply Chain Management and Auxiliary Services,** which include the Chief Financial Officer, provides overall financial and supply chain management, as well as auxiliary services. It guides management in complying with legislative requirements, budget planning and administration.

- **Internal Audit** improves risk management, internal controls and governance processes.

Highlights of significant achievements

One of Administration's key responsibilities is to effectively manage GCIS planning, budgeting and reporting cycle in line with legislation such as the PFMA and regulations and guidelines from National Treasury, the Auditor-General of South Africa, the Accountant-General and the Department of Public Service and Administration. These guide GCIS in producing and implementing key documents such as five-year strategic plans, human resource plans and annual reports, among others. Additional documents and reports are prepared as needed.

During 2012/13, Administration submitted the key documents outlined in the table that follows, all within the required timeframe.

Key documents produced during 2012/13

Document name	Date/period covered	Date/period submitted	Submitted to	Notes
GCIS Annual Report	2011/12 financial year	31 May 2012	Auditor-General, National Treasury	Unqualified audit opinion
		28 September 2012	Parliament	Presented to the Portfolio Committee on 9 October 2012
Third quarter of 2012/13	2012/13 financial year	28 September 2012	Parliament	Presented to the Portfolio Committee on 9 October 2012
GCIS chapter for Estimates of National Expenditure	2013/14 to 2016/17	First quarter of 2012/13	National Treasury	Submitted
GCIS Budget Vote	2013/14 financial year	Second quarter of 2012/13	Parliament	Presented on 10 May 2012
Workplace Skills Plan and Annual Report	2013/14 financial year	First quarter of 2012/13	Public Sector Education and Training Authority	Approved on 27 June 2012
Financial disclosure forms of senior management service members	2013/14 financial year	30 April 2012	Public Service Commission	Submitted
GCIS Human Resource Plan	2012–2015	28 June 2012	Department of Public Service and Administration	Submitted
Quarterly reports on empowerment statistics	Fourth quarter of 2011/12 First, second and third quarters of 2012/13	Throughout the year	National Treasury	Submitted
GCIS strategic and annual performance plans	2012/13–2016/17 financial years	31 August 2012	National Treasury and the Department of Performance Monitoring and Evaluation	Submitted for comments
		30 November 2012	National Treasury and the Department of Performance Monitoring and Evaluation	Submitted for comments
		9 March 2012	Parliament	Presented to the Portfolio Committee
Updated Planning, Performance Monitoring and Evaluation Framework	2013/14 financial year	21 September 2012	Management committee	Introduced new performance levels, technical indicator descriptor and evaluation
Quarterly performance reports	Fourth quarter of 2011/12 First, second and third quarters of 2012/13 2012/13 Third quarter performance report	Throughout the year, before the legislated due date	Management committee National Treasury Department of Performance Monitoring and Evaluation Parliament: Portfolio Committee on Communications	Submitted Presented on 15 March 2013
Quarterly human resource development and training reports	First, second and third quarters of 2012/13	10 July 2012	Public Sector Education and Training Authority	Submitted
Quarterly HIV counselling and testing reports	First, second and third quarters of 2012/13	Throughout the year	Department of Public Service and Administration	Submitted

The selected achievements listed below demonstrate the effects of these and other documents:

- GCIS received an unqualified audit for the 2011/12 financial year. The external auditors detected no unauthorised or wasteful expenditure during the 2011/12-audit process. No material irregular expenditure was incurred.

- GCIS processed 98,7% of the 11 131 invoices received in 2012/13 within 30 days, as required by the PFMA and National Treasury regulations.

- The department's vacant posts remained constant, at 5% of the workforce, throughout the year under review.

- Reasonable assistive devices and services such as wheelchairs, hearing aids, physiotherapy and care were procured and maintained for employees with disabilities.

- A 24-hour, year-round counselling service became available to GCIS staff members and their immediate family members.

- All GCIS staff members entered into performance agreements for 2012/13 and received quarterly and biannual performance assessments.

- The 2011/12 performance-moderation process was finalised and performance bonuses paid to deserving employees.

- Women made up 53% of the senior management service, while employees with disabilities made up 2,3% of GCIS staff complement. A contract worker was appointed to manage the department's gender-mainstreaming process.

- GCIS information systems and hardware was available more than 95% of the year, enabling the department to function efficiently.

- Post-Cabinet and other media briefings can now be streamed live through the South Africa Government Online website, www.gov.za.

- The number of employees who participated in health screenings increased from 74 in 2011/12 to 208 in 2012/13.

- More than 600 senior officials, including mayors and councillors, received training in media management and communication skills.

- GCIS coordinated communication campaigns for a range of events, including the 2013 State of the Nation Address, the BRICS Summit in March 2013 and International Nelson Mandela Day.

Full details of performance indicators, targets and actual performance

Subprogramme: Strategic Planning and Programme Management					
Subprogramme objective: Implement efficient and effective strategic management processes and procedures in line with relevant legislation					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Approval for five-year strategic plan and aligned three-year annual performance plan	Submitted draft 2012–2017 strategic plan to National Treasury and Department of Performance Monitoring and Evaluation for comment Tabled and presented 2012–2017 strategic and 2012–2015 annual performance plans in Parliament and to portfolio and select committees in March 2012	Produce five-year strategic plan and an aligned three-year annual performance plan, to be tabled in Parliament within specified timeframes and according to prescribed legislation	Tabled 2013–2016 Annual Performance Plan in Parliament on 13 March 2013, as required As there were no policy or mandate shifts, five-year strategic plan tabled in March 2012 was not reviewed or re-tabled	None	None
Approval for performance reports	Submitted fourth-quarter report for 2010/11 and first-, second- and third-quarter reports for 2011/12 to National Treasury and Executive Authority Presented two quarterly reports to portfolio committee, as invited	Produce four quarterly performance reports within the specified timeframes and according to prescribed legislation	Submitted approved 2011/12 fourth quarter and first-, second- and third-quarter performance reports for 2012/13 to National Treasury and executive authority, as legislated	None	None
Tabling of annual reports within legislated timeframes	Tabled 2010/11 annual report in Parliament by 30 September 2011 Developed executive management's presentation to portfolio committee in October 2011	Table annual report in Parliament within legislated timeframes	Tabled 2011/12 annual report in Parliament on 28 September 2012	None	None
Subprogramme objective: Implement best practice project management for GCIS and government-wide communications projects					
Percentage of projects implemented	Reviewed Project Management Procedures Handbook Tested enterprise project management system Designed change-management strategy to support enterprise project management system rollout. Piloted enterprise project management system	Implement 60% of projects in line with Project Management Procedures Handbook	Achieved 64% adherence to Project Management Procedures Handbook	None	None

Subprogramme: Strategic Planning and Programme Management					
Subprogramme objective: Implement best practice project management for GCIS and government-wide communications projects					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Percentage of GCIS annual performance plans put into operation using project management methodology	Coordinated key business-plan projects, Including a Business Continuity Plan	Use project management methodology to implement corporate services branch's Annual Performance Plan	Projectised 14 annual performance plan milestones for seven units in the corporate services branch	Two units were not projectised	Focus was given on implementing government communication campaigns and projects

Subprogramme: Human Resource Management					
Subprogramme objective: Attract and retain highly skilled human capital					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Approval for 2013–2017 Human Resources Strategy	Implemented second year of three-year Human Resources Strategy, which aims to attract and retain people needed to meet department's mandate	Review 2010–2013 Human Resources Strategy	Reviewed 2010 – 13 Human Resources Strategy	None	None
		Approve 2013–2017 Human Resources Strategy	Management committee approved 2013/17 Human Resources Strategy	None	None
Percentage of the GCIS staff's performance agreements and annual assessments signed	100% of staff entered into performance agreements and submitted quarterly assessments HR gave quarterly feedback to employees and managers about the quality of assessments	100% of GCIS staff's performance agreements and annual assessments signed	100% of staff entered into 2012/13 performance agreements 2011/12 annual assessments were signed and moderated	None	None
Number of reports on bilateral and quarterly meetings of the Departmental Bargaining Chamber	Held quarterly meetings of Departmental Bargaining Chamber and presented reports to management	Four reports on bilateral and quarterly meetings of the Departmental Bargaining Chamber	Quarterly meetings of the Departmental Bargaining Chamber were held and reports were presented to Management	None	None

Subprogramme: Human Resource Management					
Subprogramme objective: Attract and retain highly skilled human capital					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Number of reports on the implementation of the Employment Equity Plan	Developed, reviewed and monitored leave policy, performance management system, Employment Equity Plan and retention, as well as induction policies	Four reports on the implementation of the Employment Equity Plan	Four reports on the implementation of the Employment Equity Plan were submitted	None	None
Percentage vacancy rate maintained	90% of posts were filled at any given time during the year	Maintain 10% vacancy rate	95% of posts were filled at any given time during the year	None	None
Approved Human Resource Development Plan	No historical information	Human Resources Development Plan approved and implemented	Human Resources Development Plan approved and implemented	None	None
Approved Workplace Skills Plan	Developed and implemented Workplace Skills Plan for 2011/12	Workplace Skills Plan approved and implemented	Workplace Skills Plan approved and implemented	None	None
Approved Wellness Plan	Submitted four quarterly HIV counselling and testing reports to Department for Public Service and Administration	Wellness Plan approved and 100% implemented	Wellness Plan approved and implemented. Four HIV counselling and testing reports submitted to the Department of Public Service and Administration	None	None
Approved Reasonable Accommodation Plan	No historical information	Reasonable Accommodation Plan developed and approved	Reasonable Accommodation Plan developed and approved	None	None
Quarterly reports according to the operational plan	Reviewed Internal Communication Strategy. Introduced television broadcast to engage GCIS staff on broader government issues. Broadcast five television episodes themed in line with government calendar. Developed over 64 notice board posters communicating various government and GCIS issues	Align message to Internal Communication Strategy	Four reports on the implementation of the Internal Communication Strategy were produced	None	None

Subprogramme: Information Management and Technology

Subprogramme objective: Provide efficient and effective information technology (IT) infrastructure and systems to deliver cost-effective products and services

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Implementation and review of an information management and technology strategy that aligns with GCIS corporate strategy	Achieved above 95% availability of GCIS networks and hardware	Implement strategic elements of 2010–2013 information management and technology strategic plans	Compiled information systems support reports Renewed Microsoft licences, which were paid for through State Information Technology Agency in January 2013 Revamped internal IT systems Presented IT asset report to information management and technology steering committee	None	None
		Approve the 2013–2017 information management and technology strategic plans	Information management and technology steering committee approved 2013–2016 Information Management and Technology Strategic Plan in March 2013	None	None
Implementation and review of an Information Management and Technology Strategy that aligns with GCIS Corporate Strategy	Above 95% availability of GCIS networks and hardware infrastructure	IT infrastructure and software renewed annually	Renewed software licence agreements for enterprise licences	None	None
Number of IT asset reports to Information Management and Technology Steering Committee	Renewed software licence agreements for enterprise licences	Two IT asset reports to Information Management and Technology Steering Committee	Produced and presented the two IT asset reports to the Information Management and Technology Steering Committee	None	None
Number of reports on IT support produced	Enhanced systems in line with GCIS business unit requirements	Four IT support reports produced	Compiled the four IT support reports for the year	None	None
		Upgrade media centre (Cape Town: Imbizo Centre)	Not achieved	Not implemented	The project to implement the parliamentary questions management system was terminated due to lack of funding and human resources required for the data capturing and data management

Subprogramme: Information Management and Technology					
Subprogramme objective: Provide efficient and effective information technology (IT) infrastructure and systems to deliver cost-effective products and services					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Information management systems revamped	Enhanced systems in line with GCIS business unit requirements Deployed enterprise project management system with strategic planning and programme management subprogramme	Information management systems revamped	Revamped the following systems: • organisational performance management system • training services management system • media system and wards information management system Implemented two new systems with external service providers • enterprise project management system • online job application system	None	None

Subprogramme: Finance, Supply Chain Management and Auxiliary Services					
Subprogramme objective: Provide proactive, flexible, compliant and cost-effective finance, supply chain, and facilities management					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Submission of annual financial statements to Auditor-General of South Africa and National Treasury by 31 May	No historical information	Submit accurate annual financial statements	Submitted 2011/12 annual financial statements to Auditor-General of South Africa and National Treasury on 31 May 2012	None	None
Submission of quarterly interim financial statements to National Treasury	Submitted four quarterly interim financial statements to National Treasury	Submit quarterly interim financial statements to National Treasury	Submitted interim financial statements for fourth quarter of 2011/12 and first three quarters of 2012/13 to National Treasury by due dates	None	None
Number of financial analysis and cash-flow reports submitted to National Treasury in line with budget cycle	Submitted four quarterly financial analysis and cash-flow statements to National Treasury	Submit 12 financial analysis and cash-flow reports to National Treasury, in line with budget cycle	Submitted 12 monthly financial analysis and cash-flow reports to National Treasury, in line with budget cycle	None	None

Subprogramme: Finance, Supply Chain Management and Auxiliary Services					
Subprogramme objective: Provide proactive, flexible, compliant and cost-effective finance, supply chain, and facilities management					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Preparation of quarterly statistics reports	Prepared four quarterly reports on the number of historically disadvantaged companies empowered	Compile annual supply chain management statistical reports	Compiled four quarterly reports on empowerment statistics to monitor number of historically disadvantaged companies empowered	None	None
	Received 7 916 orders and processed 6 095 (77%) within 48 hours	Process 70% of orders within 48 hours	Processed 6 988 out of 8 379 received orders (83,4%) within 48 hours	None	None
	Received 7 971 payments and processed 6 130 (77%) within 48 hours	All payments to be processed within 30 days	Processed 11 131 payments and processed 10 990 (98,7%) within 30 days	141	Target not met due to poor availability of processing systems at beginning of financial year; some service providers amending their banking details or submitted them late; and insufficient administrative oversight
Head office operating from the new offices	No historical information	Equip 90% of the new building to prepare for occupation (including information and communications hardware and furniture)	Equipped 82% of new building	8%	Target not met due to late procurement of equipment; retrofitting of network infrastructure where construction was already done; and bad weather

Subprogramme: Finance, Supply Chain Management and Auxiliary Services					
Subprogramme objective: Provide proactive, flexible, compliant and cost-effective finance, supply chain, and facilities management					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Approval for three-year risk-based internal audit plan and annual operational plan	No historical information	Develop and approve three-year risk-based internal audit and annual operational plans by September 2012.	Internal audit and risk committee approved internal audit plan in May 2012	None	None
Number of audit progress reports produced on implementing annual operational plan	No historical information	Produce four audit progress reports on implementing annual operational plan	Produced four audit progress reports	None	None

Strategy to overcome areas of underperformance

Monthly and quarterly performance reports are discussed and approved by the management and audit and risk committees before the quarterly reports are submitted to the National Treasury and the Executive Authority as a legislative requirement. Non-achieved or partially achieved targets from previous quarters are updated through the implementation of corrective actions and reported on during the following reporting periods. In 2013/14, performance will be measured cumulatively against the annual target to provide a holistic picture of organisational performance at any given period.

When planning, management considers the targets baseline and, depending on the mid-term achievements, adjusts the targets according to the available resources to ensure targets are achievable.

Changes to planned targets

Some targets were relocated from their original subprogrammes to different subprogrammes due to the restructuring of the organisation described in the previous section under the Organisational Environment heading. Other targets could not be implemented due to non-availability of funds and capacity to implement them, resulting in under or non-performance. These are explained in full in the table above.

Linking performance with budgets

Subprogramme expenditure (in R 000)

Subprogramme	2012/13			2011/12		
	Final appropriation	Actual expenditure	(Over-)/under-expenditure	Final appropriation	Actual expenditure	(Over-)/under-expenditure
Departmental Management	7 797	7 796	1	7 776	7 771	5
Corporate Services	53 740	53 741	(1)	44 653	44 642	11
Finance, Supply Chain Management and Auxiliary Services	112 228	72 382	39 846	29 908	29 898	10
Internal Audit	7 077	7 077	0	6 030	6 029	1
Office Accommodation	13 498	13 498	0	33 267	12 991	20 276
Total	**194 340**	**154 494**	**39 846**	**121 634**	**101 331**	**20 303**

4.2 Programme 2: Communication and Content Management

Purpose and strategic objectives

Communication and Content Management provides strategic leadership to ensure coherence, coordination, consistency, quality, impact and responsiveness in government communications. The programme aims to develop people, products, processes and a reliable knowledge base to ensure an effective government communication system.

Subprogrammes

Communication and Content Management's functions are organised into the following subprogrammes:

- **Government Communication Training and Development** aims to professionalise government communication through developing training course content and identifying, coordinating and implementing effective training programmes for government communicators. The subprogramme builds competency to professionalise government communicators.

- **Content and Writing** develops content for GCIS products. Funding for this subprogramme is used to pay for writing, translation, editing and proofreading services; managing government and departmental/provincial website development; and producing government publications.

- **Marketing and Distribution** develops distribution strategies for all GCIS products and oversees distribution services outsourced to service providers. The chief directorate manages government's corporate identity. It also provides marketing services for GCIS and other government departments.

- **Policy and Research** monitors media coverage of government programmes from a communications perspective and contracts independent service providers to research how government should address the public's information needs. It analyses how the media interprets government policies and programmes, formulates policy proposals as required, proposes government's response to media-related issues, and assesses public perceptions of government performance.

Highlights of significant achievements

Communication and Content Management produces content for government's *Vuk'uzenzele* newspaper; *Public Sector Manager magazine; South Africa Government* Online website; South Africa Government Services website (*www.services.gov.za*); GCIS website (*www.gcis.gov.za*); South African Government News Agency (www.SAnews.gov.za); government's social-media platforms; *South Africa Yearbook; Pocket Guide to South Africa* and key communications campaigns.

Vuk'uzenzele, a national government-owned newspaper, was converted from a bimonthly magazine to a monthly newspaper in 2011. Since then its circulation has grown to 1,7 million copies per month. More than 90 million copies of the newspaper in all official languages and 4 800 Braille copies have been distributed since its introduction. *Vuk'uzenzele* is distributed free of charge, with particular attention on making it available in areas with limited access to mainstream media. It features information on government's key priorities, including infrastructure development, international relations, youth matters, service delivery and rural development. *Vuk'uzenzele* also has a four-page *Employment News* section, which features public-sector vacancies and information about other employment or learning opportunities.

More than 170 000 copies of the monthly *Public Sector Manager* magazine were distributed during the period under review. The magazine aims to meet the communication and information needs of public sector managers and is distributed at no cost to public-sector organisations. *Public Sector Manager* magazine is self-sustaining as it generates advertising revenue. It is also available in digital format. During the period under review, a total of 60 000 copies of *GovComms*, a quarterly supplement to the magazine, were produced. The content

of the supplement covers communication trends in the public and private sectors.

Due to the increasing prominence of digital media, Communication and Content Management focused on improving government's ability to provide content in this format.

Work on enhancing the South Africa Government Online and South African Government Services websites started during the year, and a government social media policy was formulated. New online features, described below, were launched at the beginning of the 2013/14 financial year.

During the period under review, the South African Government News Agency, one of GCIS' flagship platforms, changed its name from BuaNews to *SAnews. gov.za* and sharpened its branding and content to include hard news, human-interest features, social-media links and audio inserts, as well as photographs and videos from government's YouTube channel. Local and international media are allowed to use this content at no charge.

An exciting addition to *SAnews.gov.za* has been the twice-daily streaming of radio broadcasts. These broadcasts are packaged with community radio stations in mind. Research indicates that 35 community media stations are already using these radio broadcasts to communicate government messages to the people.

As part of the department's push towards digital media use, Facebook and Twitter accounts were created during the reporting period for GCIS' flagship print publications, *South Africa Yearbook*, *Vuk'uzenzele* newspaper and *Public Sector Manager* magazine. These social-media accounts allow users to interact and share content more easily.

GCIS again provided support in communicating the themes emerging from the State of the Nation Address and the awarding of national orders.

These achievements were made possible by the data collated through research and media monitoring, the details of which are included in the tables that follow. GCIS used this data to hone existing products and platforms, develop new ones and drive key messages.

Full details of performance indicators, targets and actual performance

Subprogramme: Government Communication Training and Development					
Subprogramme objective: Set and influence adherence to government communication standards					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Development of an academic course that covers all aspects of government communication	Established partnership with Public Administration Leadership and Management Academy (Palama) and Public Relations Institute of South Africa to host academic symposium in 2012/13 to facilitate introducing a degree course focused on producing academically qualified government communicators	Host academic symposium for or at least 10 geographically representative academic institutions to introduce a recognised, credit-bearing qualification	Held academic symposium on 10 and 11 September 2012 in partnership with Palama and Public Relations Institute of Southern Africa Introduced certificate in government communications after symposium	None	None
Development of an accredited short-term training programme for government communicators	Directly contracted accredited service providers to train 314 officials, councillors, mayors, speakers and various national and provincial government officials in media management and communication	Issue requests for quotations from companies for course-content design Introduce cource to all government communicators	Request for quotations issued and withdrawn after most bidders came in above target Requests for bids were later issued and the University of Pretoria was appointed to draft course content for certification, which it has since done	Introduction of the course to all government communicators was delayed	The accredited short-term training certificate will be handed to GCIS and Palama during 2013/14
Number of training sessions on media and communication strategy held	Subprogramme, in cooperation with Department of Cooperative Governance, trained and inducted 164 municipal officials and councillors from 99 municipalities in five provinces	Present two workshops for senior communication officers	To save costs, one senior communication officer workshop with two components was presented. The first component was a three-day course on writing and editing, and second was a one-day course on social media	None	None
	Accredited service providers contracted to train 314 national and provincial government officials in media management and general communication	Present 20 training sessions on media and communication strategy development (on request)	20 training sessions for more than 600 officials and councillors throughout country were presented	None	None
Number of induction sessions conducted for new communicators	Inducted six new government communication heads	Conduct four induction sessions for new communicators	Nine induction sessions held	Target exceeded by five induction sessions	Target exceeded due to increased demand for the induction of new government communicators

Subprogramme: Government Communication Training and Development

Subprogramme objective: Set and influence adherence to government communication standards

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Printing of *Government Communicators' Handbook* and distribution of same to government communicators	No historical information	Review and produce 1 000 copies of *Government Communicators' Handbook*	Reviewed and produced 1 000 CDs of *Government Communicators' Handbook*	None	In line with technological advancement, CDs were distributed to communicators and the content was made available online.

Subprogramme: Content and Writing

Subprogramme objective: Provide expertise to offer the best communication solutions to government through professional language services

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of language service requests received from GCIS and government departments	Attended to 197 editing, 134 proofreading, 89 translation and 56 content-development requests	Attend to 150 requests for language services from GCIS and government departments	Attended to 1 226 language service requests (567 editing, 517 proofreading, 82 translation and 60 content-development requests)	Target exceeded by 1 076 language services	More requests than expected were received

Subprogramme objective: Develop content and create platforms to grow the voice of government

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of print and DVD copies of *South Africa Yearbook* and number of print copies of *Pocket Guide to South Africa* produced and distributed in a year	Printed and distributed 45 000 print copies and 4 000 DVDs of *South Africa Yearbook* Printed and distributed 20 000 copies of *Pocket Guide to South Africa*	Produce 40 000 print copies and 4 000 DVDs of *South Africa Yearbook* Produce 20 000 copies of *Pocket Guide to South Africa*	Produced and distributed 45 000 print copies and 4 000 DVDs of *South Africa Yearbook* Printed and distributed 20 000 copies of *Pocket Guide to South Africa*	Target exceeded by 5 000 print copies of *South Africa Yearbook*	Target was incorrectly stated in annual performance plan as 40 000 instead of 45 000
Production of print and/or electronic products to create public awareness of national orders	No historical information	Produce annual print product for mass consumption, coinciding with national orders event, to raise awareness of orders and profile recipients	Eight-page newspaper supplement on national orders produced in English and Afrikaans and placed in *Sunday World*, *Sunday Sun* and *Die Son* Four-page supplement in *The New Age* *Public Sector Manager* magazine carried four-page advertorials both before and after the national orders awards ceremony	None	None

Subprogramme: Content and Writing					
Subprogramme objective: Develop content and create platforms to grow the voice of government					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Number of copies of *Vuk'uzenzele* newspaper published in a year	Produced and distributed 18,5 million copies (target: 20,4 million), packaged as follows: - Four 16-page editions of 1,7 million copies each - One 24-page edition of 1,7 million copies - One 20-page edition of two million copies - Three 16-page editions of two million copies each - One 24-page edition of two million copies Produced 49 900 copies of overruns of various editions, distributed to GCIS at no cost	20,4 million copies produced annually	Produced 20,7 million copies, consisting of 11 16-page editions of 1,7 million copies and one 24-page edition with a print run of two million	300 000 copies	Additional 300 000 copies were printed – this edition carried the highlights of Programme of Action and State of the Nation Address
	Produced 4 023 Braille versions of newspaper (target: 4 800)	Produce 5 040 Braille copies of newspaper	Produced 4 844 braille copies of newspaper	196 copies	Distribution database is reviewed monthly to avoid producing more copies than needed
	Produced 10 online editions of newspaper	Produce 12 online editions of newspaper (one a month)	Produced 12 online editions of newspaper	None	None
Number of *Public Sector Manager* magazines produced in a year	Produced 10 issues for total of 106 900 copies (target: 120 000) Copies divided as follows: - Seven 100-page editions of 10 000 copies each - One 128-page bumper edition (December/January) with print run of 10 200 - One 108-page edition of 10 200 copies - One 124-page launch edition of - 16 500 copies	Produce 120 000 copies	Produced 170 091 copies of the *Public Sector Manager* magazine	50 091 additional copies	Additional copies produced for retail sales market and for exhibitions at public-sector events

Subprogramme: Content and Writing

Subprogramme objective: Develop content and create platforms to grow the voice of government

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of *GovComms* copies produced in a year	No historical information	Produce 40 000 *GovComms* copies	Produced 60 000 *GovComms* copies	20 000 additional copies	Additional copies produced to match increased number of *Public Sector Manager* magazines printed
Number of newsletters published in a year	Produced and distributed six electronic newsletters Electronic newsletters were sent to 81 communicators, who in turn circulated them to a potential readership of 300 000 public servants in total	Produce 12 electronic newsletters	Produced six electronic newsletters	Target not met by six	Six electronic newsletters were still outstanding.
Creation of comprehensive, accurate, current and usable websites that conform to best practices	Implemented and regularly updated the "Newsroom" page on the South Africa Government Online website Continuously updated Government Online and GCIS websites, including posting 4 776 legislative and other documents, 7 759 speeches and statements, and 2 262 announcements of government and national events, special days and press conferences	Enhance and visually revamp South Africa Government Online and South Africa Government Services websites	Work to substantially upgrade the South Africa Government Online, South Africa Government Services and *SAnews.gov.za* websites was mostly completed Government websites received enhancements: - Careers page and blog created on South Africa Government Online website - GCIS website upgraded with more responsive design - External service provider edited selected content on South Africa Government Services website South Africa Government Online, GCIS and South Africa Government Services websites were constantly updated, including posting 8 445 speeches and statements and 2 637 documents (acts, bills, regulations and other official government documents) 41,3 million page views recorded on South Africa Government Online website 7,6 million views recorded on GCIS website	South Africa Government Online visual update postponed	Service provider fell behind schedule with design, style sheets and static pages, which delayed work to be done by the State Information Technology Agency and GCIS Completion of project prioritised for first quarter of new financial year

Subprogramme: Content and Writing

Subprogramme objective: Develop content and create platforms to grow the voice of government

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of support queries from web managers handled	Completed annual content review and rewrote much of South Africa Government Services website in plain language	Respond to 10 support queries from web managers	Responded to 59 requests for support from web managers (32 external requests and 27 internal requests) Held two workshops for government web managers Compiled policy guidelines for government web managers Conducted three content audits of national government websites	Target exceeded by 49 requests handled	Received more requests than anticipated from departments
Efficient use of social media to complement distribution of government information	No historical information	Develop structured approach to social media, focusing on using relevant social-media platforms	Compiled a social-media strategy that would contribute to a structured approach to social media Published 340 Facebook posts Added descriptions to 233 videos on government's YouTube page Created government Flickr account and uploaded photos	A structured approach to social media was not developed	A strategy to inform the approach to implement social media had to be developed first
Daily news updates on key government programmes and activities	Implemented daily morning (09:00) and afternoon (15:00) government media releases and/or briefings 83% of the time	Provide daily media coverage of key governmen programmes and activities	Daily news reports covered wide variety of government programmes and activities (excluding Saturdays, and some public holidays, i.e. Easter holidays, Christmas and Boxing Day) South African government news agency's branding changed from BuaNews to *SAnews.gov.za* to enhance online searches Developed new, multimedia *SAnews.gov.za* website with varied content, twice-a-day streaming radio news updates and fresh look	None	None

Subprogramme: Content and Writing

Subprogramme objective: Develop content and create platforms to grow the voice of government

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Daily news updates on key government programmes and activities	Implemented daily morning (09:00) and afternoon (15:00) government media releases and/or briefings 83% of the time	Daily news updates on key government programmes and activities	Content produced by *SAnews.gov.za* was compiled into radio bulletin format and produced for GCIS radio news bulletins twice per day (excluding Saturdays, and some public holidays, i.e. Easter holidays, Christmas and Boxing Day) Signed reciprocal news agreements with news agencies and publications in other parts of the world to strengthen flow of information between South Africa and its international partners	None	None

Subprogramme: Marketing and Distribution

Subprogramme Objective: Provide efficient and effective marketing and distribution services for government

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of successful marketing campaigns	Departments and state-owned enterprises started initiating partnerships with GCIS Department of Health consulted GCIS regarding their exhibition on World AIDS Day GCIS advised various departments on planned exhibitions GCIS met with Development Bank of Southern Africa to explore opportunities	Provide 20 marketing services to government	Provided 35 marketing services to GCIS	Target exceeded by 15 marketing services	No historical baseline – targets were estimated based on allocated resources Actual performance exceeds this estimate
Number of distribution projects executed	Distributed 45 000 print copies and 4 000 DVDs of *South Africa Yearbook* Distributed 20 000 copies of *Pocket Guide to South Africa* Distributed 18,5 million copies (target: 20,4 million) of *Vuk'uzenzele* newspaper	Execute 28 distribution projects	Executed 33 distribution projects	Target exceeded by five distribution projects	Additional distribution services executed on behalf of external national departments

Subprogramme: Marketing and Distribution					
Subprogramme objective: Provide efficient and effective marketing and distribution services for government					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Subprogramme objective: Manage corporate identity for government					
Implementation of corporate identity controls based on findings of corporate identity audit	New indicator	One external corporate identity audit aimed at identifying existing systematic problems and providing a framework towards effective resolution	Completed brand and corporate identity audit	None	None
Communication of corporate identity policies and procedures to internal and external stakeholders	New indicator	Conduct four workshops to communicate corporate-identity policies and procedures to internal and external stakeholders	Conducted 12 workshops on corporate identity	Target exceeded by eight workshops	High demand for corporate-identity training from national departments
Number of queries on corporate identity by internal and external stakeholders handled	No historical information	Handle 40 queries regarding corporate identity	Handled 151 queries regarding corporate identity	Target exceeded by 111 requests	Unexpectedly high demand for corporate identity compliance checking due to increased Communication Service Agency activity
Formal checking and approval of all media produced and services executed by GCIS	About 2 100 requests for products and services handled in 2011/12, compared to 1 627 in 2010/11, representing an increase of 22,5%	Conduct quality control of 80 products and services executed by GCIS	Executed quality control of 85 products and services by GCIS	Target exceeded by five products and services	The demand for corporate-identity compliance-checking was unexpectedly high due to an increase in the activities of the Communication Service Agency
Number of public-sector manager forums held	New indicator	Organise 11 public sector manager forums	Organised seven public sector manager forums	Four public sector manager forums did not take place	Forums cancelled due to unavailability of guest speakers

Subprogramme: Policy and Research

Subprogramme objective: Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of newsletters distributed to political principals and government communicators	Disseminated 35 reports to political principals and government communicators, and five reports/presentations at research forums for government communicators	Distribute 12 newsletters	Distributed two Insight newsletters, titled "Developing a nation through infrastructure" and "Confronting youth unemployment" Drafted newsletters on human settlements, education, safety and security, and health-related issues Re-edited content on initiatives by government aimed at helping women succeed in society	10 newsletters were not distributed Five newsletters reached final draft stage	Insight is a new initiative and required ongoing, time-intensive review, especially with regard to research
Assessment of 60% of GCIS' communication products and services for reporting to management committee	No baseline	Produce four impact-assessment reports of various GCIS products and services	Produced four impact-assessment reports of various GCIS products and services	None	None
Number of cluster meeting presentations made on public perceptions of government delivery and performance	Made nine Dashboard presentations to cluster meetings	Make 28 presentations to cluster meetings	Made 35 presentations to cluster meetings on public perceptions relevant to clusters' priorities and work	Target exceeded by four presentations	Additional presentations were done at the request of three clusters
Pulse of the Nation research reports produced for political principals	No historical information	Produce four reports	Produced four reports	None	None
Implementation of knowledge-management strategy and systems	Developed knowledge-management strategy	Implement knowledge-management strategy and extend procedures	Held nine knowledge forums Knowledge-management strategy approved	None	None
Implementation of project plan for the 20-year review	No historical information	Develop project plan for review of last 20 years of government communication, including public and stakeholder consultation and promoting cooperation	A project plan was developed and shared with government communicators Drafted strategy on the broader 20 Years of Freedom project and consulted with relevant clusters and communicators	Stakeholder consultations took place, but consultation with public was subject to approval by Cabinet.	By the end of the financial year the strategy was due to be considered by Cabinet.

Subprogramme: Policy and Research

Subprogramme objective: Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of analysis reports on government delivery and performance	No historical information	Present four quarterly reports	Presented quarterly media content analysis reports on government priorities	None	None
Production of annual report assessing the media landscape	No historical information	Complete one annual report	Completed chapters of media landscape book, and started with layout and design	Printing and distribution moved to first quarter of 2013/14	Organisational streamlining had an impact on the start of the project
Production of an annual overview of the department's achievements and plans for the State of the Nation Address	No baseline	Consolidate government achievements and plans	Consolidated a synthesis report, with government achievements and plans for State of the Nation address	None	None
Number of media environment reports produced for GCIS management and The Presidency	No historical information	Produce and share 20 media assessment reports	Produced and shared six media assessments reports in first quarter, thereafter, subprogramme was restructured and given a new mandate	14 assessment reports not produced due to restructuring of subprogramme during second quarter of 2012/13	Organisational streamlining had an impact on the implementation of the project
	Implemented rapid response with 133% success rate Senior government officials have global access to detection service and are able to keep up to date with key media issues	Produce 192 rapid-response reports	Produced and shared 51 rapid-response reports	141 rapid response reports not compiled and shared as	Despite deviation, media engagement subprogramme implemented rapid response
	Held nine dashboard presentations for clusters	Produce 72 cluster communication environment reports	Compiled and shared 20 cluster communication environment reports	52 cluster reports not produced and shared	Organisational streamlining impacted on the implementation of the project
	No historical information	Produce 49 weekend assessment reports	Produced 47 media assessment reports	Produced two fewer reports than planned	Following relocation of this function to Media Engagement, the Subprogramme implemented the target
Number of media coverage reports	No historical information	Make 324 sets of press clippings	Made 18 353 sets of press clippings	Exceeded target by 18 029	Communication Resource Centre exceeded its target due to increased demand for media monitoring products
	Implemented daily morning (09h00) and afternoon (15h00) government media releases and/or briefings 83% of the time	Produce 720 media coverage reports	Produced 945 media coverage reports	Exceeded target by 225	Communication Resource Centre exceeded its target due to increased demand for media monitoring products

Production of breaking-news alerts	No baseline	Produce breaking-news alerts	Produced 24 breaking-news alerts	None	None
Number of key messages	Discussed progress reports on implementation of communication plans at 20 communication cluster meetings Produced biannual reports on implementation of communication programmes and plans for government departments (Achievement does not concur with indicator as indicator was amended for 2012/13)	Produce 12 communication products	Produced 142 communication products	Exceeded target by 130	Target exceeded due to increased demand for drafting of communication content products

Strategy to overcome areas of underperformance

Monthly and quarterly performance reports are discussed and approved by the management and audit and risk committees before the quarterly reports are submitted to the National Treasury and the executive authority as a legislative requirement. Non-achieved or partially achieved targets from previous quarters are updated through the implementation of corrective actions and reported on during the following reporting periods. In 2013/14, performance will be measured cumulatively against the annual target to provide a holistic picture of organisational performance at any given period.

When planning, management considers the targets baseline and depending on the mid-term achievements, adjusts the targets according to the available resources and ensures targets are achievable.

Changes to planned targets

Some targets were relocated from their original subprogrammes to other subprogrammes due to the restructuring of the organisation described in the previous section under the organisational environment heading. Other targets could not be implemented due to non-availability of funds and capacity to implement them, resulting in under-performance or non-performance. These are explained in full in the table above.

Linking performance with budgets

Subprogramme expenditure (in R 000)

Subprogramme	2012/13			2011/12		
	Final appropriation	Actual expenditure	(Over-)/under-expenditure	Final appropriation	Actual expenditure	(Over-)/under-expenditure
Management for Communication and Content Management	2 721	2 491	230	81 047	81 046	1
Policy and Research	31 776	30 643	1 133	28 774	28 770	4
Content and Writing	53 343	52 828	515	63 812	63 415	397
Total	**87 840**	**85 962**	**1 878**	**173 633**	**173 231**	**402**

4.3 Programme 3: Government and Stakeholder Engagement

Purpose and strategic objectives

Implementation of development communication through mediated and unmediated communication and sound stakeholder relations and partnerships. It provides leadership and cluster communication advice and support. The programme aims to maintain and strengthen a well-functioning communication system that proactively informs and engages the public.

Subprogrammes

Government and Stakeholder Engagement is responsible for the following subprogrammes:

- **Provincial and Local Liaison** ensures that government's communication strategy is presented to the provinces and aligned with provincial communication strategies. The subprogramme is also responsible for marketing the Thusong service centres to the public and ensuring that government departments send printed material to these centres. The subprogramme coordinates government's Public Participation Programme.

- **Media Development and Diversity Agency (MDDA)** GCIS oversees the MDDA and ensures that payments made to the agency enable the promotion of local media development and diversity.

- **Media Engagement** promotes and facilitates effective communication between government, largely through its ministers, and the media. This includes strategic management of the media to ensure that government messages are communicated to the public. The subprogramme is also responsible for setting and influencing the media agenda through a robust, proactive and efficient rapid response system.

- **Cluster Supervision** provides strategic cluster communication advice and support to departments. It also provides leadership on key cluster communication issues and campaigns. The subprogrammes coordinate cluster communications and support GCIS' chief executive officer in fulfilling the Cabinet spokesperson role.

Highlights of significant achievements

During 2012/13, Government and Stakeholder Engagement reviewed the seven cluster communication strategies to strengthen alignment to government's communication strategy.

The programme also supported the development and review of more than 20 communication strategies to ensure alignment to the national government and cluster communication framework. These communication strategies covered a range of topics including rhino-poaching, illegal mining, the rollout of solar-water heaters and the candidacy of Dr Nkosazana Dlamini Zuma to the African Union, the 2013 Africa Cup of Nations, the London 2012 Olympics, the Civil Registration and Vital Statistics Conference, Census 2011, the National Population Register, World AIDS Day, Remission of Sentence, the World Economic Forum and the BRICS Summit held in Durban.

This programme worked with various government departments to ensure that communications generated supported the five national priorities and the 12 outcomes, and aligned with the National Communication Strategy. Government and Stakeholder Engagement facilitated the annual interaction between Cabinet and the South African National Editors' Forum. The meeting was used to discuss critical government policies such as the Presidential Infrastructure Programme and the National Development Plan. The programme also facilitated the Deputy President's engagement with the Press Gallery Association and the inaugural meeting with the Foreign Correspondents' Association.

GCIS is committed to ensuring that political principals and key figures interact directly with the public. In 2012/13, more than 3 000 communication projects were implemented, even in the remotest parts of the country,

reaching more than 23 million people. These include community engagements, especially through community media, and face-to-face activities.

Government and Stakeholder Engagement coordinated 55 big-screen events, and 22 tertiary-institution panel discussions during the President's State of the Nation Address, as well as several high-school debate competitions in anticipation of the President's address. These engagements emphasised the National Development Plan. Public comments were documented and submitted to the President for use in the State of the Nation Address and subsequent debates.

At national level, Cabinet members and deputy ministers attended more than 2 000 public-participation events (izimbizo).

In 2012, a new series of information seminars was introduced in which Cabinet members unpacked the information contained in the State of the Nation Address for a wide range of stakeholders.

Six new Thusong service centres became operational during 2012/13 and 400 marketing events were held to raise awareness of the centres. Strategic partnerships for the centres were also established, for example, with Transnet's Phelophepa Health Train, which visited 24 railway stations in four provinces and provided services to 380 000 people. Overall, 3,1 million citizens received government services through the Thusong service centres and integrated mobile units.

Full details of performance indicators, targets and actual performance

Subprogramme: Provincial and Local Liaison incorporating clusters					
Subprogramme objective: Set and influence adherence to government communication standards					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Functional internal communication system	Coordinated two internal communicators' forum meetings Held 186 communication forum meetings; developed and reviewed communication strategies and plans, and provided guidelines on the use of social media Developed integrated events calendar Provided communication capacity	Hold two internal communicators' forums	Held internal communicators' forum on 27 September 2012 to share content, tools and best practices	One forum held	Second forum rescheduled and held on 29 April 2013
Reports on presentations of government content at national, provincial and district communication forums	Presented National Communication Strategy to 14 departments, 113 communication structures and 28 public entities Published National Communication Strategy on government communicators' intranet, emailed it to clusters and communication heads, and made it available on CD Presented National Communication Strategy to all communication heads (national, provincial, metro and district) at government communicators' and internal communicators' forums Revised all seven cluster communication strategies	Cascade government content to national, provincial and district forums	Presented National Communication Strategy at two provincial communication forums (Free State and KwaZulu-Natal), and at a training session for local government communicators in the Free State to cascade content to provincial forums	None	None

Subprogramme: Provincial and Local Liaison Incorporating Clusters					
Subprogramme Objective: Set and influence adherence to government communication standards					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Number of cluster communication strategies aligned to government communication strategy Government communication programmes aligned to government communications strategy	Revised all seven cluster communication strategies	Develop cluster communication strategies Align cluster communications strategies to government communication programmes	Coordinated review of seven cluster communication strategies Developed 37 communication strategies and provided inputs into 24 communication strategies	None	None
Number of key messages, fact sheets and frequently asked questions developed for coherence of messages across government Content development for coherence of messages across government	Provided strategic guidance and communication support, and drafted communication strategies, key messages, fact sheets and other content for 20 cluster campaigns	Develop 16 cluster key messages, fact sheets, and frequently asked questions sets	Provided departments and clusters with 45 types of content (key messages, fact sheets, questions and answers, briefing statements, speech notes, leaflets)	Target exceeded by 29	More departmental projects were brought on board during the financial year
Subprogramme objective: Inform citizenry on government policies, plans, programmes and achievements					
Number of development communication campaigns aligned to the government communication programme	Over 3 200 development communication projects implemented	Implement 2 460 communication campaigns through various platforms	Implemented 3 010 development communication projects	Implemented 550 more projects due to 2013 Africa Cup of Nations and BRICS road shows	Additional development communication projects were needed

Subprogramme: Provincial and Local Liaison incorporating clusters

Subprogramme objective: Inform citizenry on government policies, plans, programmes and achievements

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of reports of marketing events for Thusong service centres	Increased awareness of centres through 170 marketing events Held Thusong exhibition at national South African Local Government Association (Salga) conference	Produce 680 reports on implementation of annual marketing and communication plan for Thusong service centres	519 reports of marketing events for Thusong service centres were compiled Marketed the Thusong Service Centre Programme through adverts in the *Sowetan*, *Daily Sun* and 28 community newspapers, as well as the national phone-in programme through 52 community radio stations	161 reports of marketing events for Thusong service centres	Some 30 centres that became non-operational were delisted and could not be marketed (i.e. 120 marketing events reports). There are no reports for the 41 marketing events that were not done
Number of electronic *My District Today* newsletters published	No historical information	Produce 44 electronic *My District Today* newsletters	Produced 49 electronic *My District Today* newsletters	Target exceeded by five	Target exceeded by five Some months had five weeks – five issues were therefore distributed during those months
Number of community and stakeholder liaison interactions through distribution, environmental assessments, communication strategising, Thusong forum meetings and newsletters	Held 4 516 community and stakeholder visits and increased awareness of the Thusong Centres programme through 170 marketing events Held Thusong exhibition at national SALGA conference	Conduct 3 280 community and stakeholder liaison interactions	Conducted 3 588 community and stakeholder liaison interactions	Target exceeded by 308	More stakeholder visits due to Africa Cup of Nations and BRICS summit
Amount of communication material distributed annually	1,3 million copies of government communication material distributed	Distribute 1 million copies of government communication material	1 590 100 government communication material distributed	Target exceeded by 590100	During the year, the following additional government material was distributed: *Sars Pocket Tax Guide Budget 2012*, *Tax proposals at a glance*, *2012 SoNA brag book*, *Programme of Action*, *Youth Service guides*, New bank notes posters and flyers, Government Year of Delivery 2012 – 2013, Local protest and Anti- Xenophobia leaflets, Afcon leaflets and flyers

Subprogramme: Provincial and Local Liaison incorporating clusters

Subprogramme objective: Inform citizenry on government policies, plans, programmes and achievements

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Reports on number of public-participation programme events (public or stakeholder or sectoral engagements) attended by political principals	Provided status report on public participation in mid-year Cabinet Lekgotla (July 2011) and on communication planning meetings for national communication heads and media liaison officers Supported 224 Public Participation Programme events attended by Cabinet ministers and deputy ministers	Generate consolidated report on number of Public Participation Programme events per political principal per year	Generated consolidated report on 304 public-participation programme events implemented/attended by political principals	None	None

Subprogramme: Provincial and Local Liaison Incorporating Clusters

Subprogramme objective: Informed stakeholders that extend the reach of government communications effort

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of stakeholder engagements aligned to key priorities	Sent out more than 15 communiqués to government communicators to guide programmes and campaigns Provided strategic communication support and drafted communication strategies, messages, fact sheets and other content for 20 cluster campaigns Held 253 engagements with key government departments, state-owned enterprises and civil-society bodies at national, provincial and local level to encourage participation in government communication campaigns based on government priorities	Hold 10 stakeholder engagements	Held 18 stakeholder engagements	Target exceeded by eight	Additional engagements with stakeholders were held to solidify partnerships with private and civil society organisations

Subprogramme: Media Engagement

Subprogramme objective: Provide strategic leadership and support in government communication by building, maintaining and improving relations with the media and driving the communication agenda

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Number of media briefings and statements issued to reach grassroots communities in particular	Issued media briefings/ statements after every Cabinet meeting	Issue 50 briefings and statements	Issued 93 media briefings/ statements (20 Cabinet meetings held) through the South African Broadcasting Corporation's African-language stations and community media	Target exceeded by 43	Available communication opportunities were used more effectively
Number of meetings organised to track implementation of recommendations from daily rapid response meetings	Target exceeded (133%) – senior government officials had global access to early detection service and were able to keep up to date with media	Hold 16 meetings	Held 16 strategic meetings to plan communication on projects and media issues, and/or set media and communication agenda	None	None
Identification of strategic issues for discussion at Government Communicators' Forum	Media participated in strategic networking session with government communicators following three Government Communicators' Forum meetings	Hold three forum meetings a year	Three forum meetings held	None	None

Subprogramme objective: Set and influence the media agenda through a robust, proactive and efficient rapid response

Number of rapid response reports	Target exceeded (133%) – senior government officials have global access to early detection service and are able to keep up to date with media	Issue 264 rapid response reports a year (24 per month for 11 months)	Issued 337 rapid response reports (24 per month for 11 months)	Target exceeded by 73	Rapid response reports produced for the Marikana tragedy and the Olympic Games, which increased the number of reports

Subprogramme Objective: Provide strategic leadership and support in government communication by building, maintaining and improving relations with the media and driving the communication agenda

Facilitate the communication of government's Programme of Action	Held 13 cluster media brief- ings (post-State of the Nation Address media briefings and post-July Cabinet Lekgotla media briefings)	Hold media briefings twice a year (after State of the Nation Address and July Cabinet Lekgotla)	Two media briefings held after the State of the Nation Address and July Lekgotla. The Minister in The Presidency held a door-stop briefing to the media	None	None
Development and imple- mentation of media plan for communication of key programmes to popularise five priorities	Held media briefings after every Cabinet meeting, with extensive mainstream media coverage	Implement media plan once a month (communication of at least one priority per month) Engage community media platforms to target grassroots communities	Target achieved. A media plan was developed and implemented for some of the priority campaigns	None	None

Subprogramme: Media Engagement

Subprogramme objective: Provide strategic leadership and support in government communication by building, maintaining and improving relations with the media and driving the communication agenda

Performance indicator	Actual achievements 2011/12	Planned target 2012/13	Actual achievements 2012/13	Deviation from planned target for 2012/13	Comment on variances
Planning of strategic engagement between government leaders and South African National Editors' Forum (Sanef), Foreign Correspondents' Association and Press Gallery Association	Government proactively engaged with media: held strategic and high-level meetings between the President and media owners, between Cabinet (led by the Deputy President) and Sanef, between GCIS CEO and Foreign Correspondents' Association, and between the Deputy President and the Press Gallery Association	Hold annual meetings per forum	Cabinet, led by the Deputy President, held an annual meeting with Sanef The Deputy President also engaged the Foreign Correspondence Association and Press Gallery Association on government's Programme of Action and critical issues in the communications environment	None	None
Planning of engagements between government and senior journalists	Government proactively engaged with media: held strategic and high-level meetings between the President and media owners, between Cabinet (led by the Deputy President) and Sanef, between GCIS' CEO and the Foreign Correspondents' Association, and between the Deputy President and the Press Gallery Association	Hold two engagements between government communicators and senior journalists	Held two engagements, as well as two meetings in the second quarter to plan for Cabinet's engagement with Sanef and one in the third quarter with senior journalists to plan for Sanef engagement with government	Three additional meetings were held.	Additional meetings were held to plan for Cabinet's engagement with Sanef
Number of media engagements implemented annually	68 media engagements implemented	Facilitate 80 media engagements a year	Facilitated 356 media engagements	Target exceeded by 276	Implemented proactive rapid response system, resulting in GCIS issuing media statements itself and/or for government communication system
Effective system to address communication implications of parliamentary questions	No baseline	Establish system to identify communication implications of parliamentary questions	Established and maintained an effective system to identify and coordinate responses to cross-cutting parliamentary questions 10 cross-cutting parliamentary questions identified and guidelines developed and followed by communication system	None	

Strategy to overcome areas of underperformance

The programme will be developing, implementing and reporting to the management committee on an action plan of remedial actions for all partially achieved, delayed and non-achieved targets reported on a monthly and quarterly basis. In 2013/14, performance will be measured accumulatively against the annual target to provide a holistic picture of organisational performance at any given period.

The Planning Unit, along with an expert in results-based management, will assist management in developing specific, measurable, attainable, relevant and time-bound targets, as some of the underperformance is the result of setting targets without adequately taking into account the available financial and human resources.

Changes to planned targets

No targets were changed for the programme during the reporting period.

Linking performance with budgets

Subprogramme expenditure (in R 000)

Subprogramme	2012/13			2011/12		
	Final appropriation	Actual expenditure	(Over-)/under-expenditure	Final appropriation	Actual expenditure	(Over-)/under-expenditure
Government and Shareholder Engagement	20 851	20 840	11	6 250	6 249	1
Provincial and Local Liaison	73 582	72 110	1 472	72 359	72 349	10
MDDA	20 000	20 000	0	19 115	19 115	0
Media Engagement	12 849	12 844	5	12 318	12 314	4
Total	**127 282**	**125 794**	**1 488**	**110 042**	**110 027**	**15**

4.4 Programme 4: Communication Service Agency

Purpose and strategic objectives

Provide media bulk-buying services and media production for the entire national government. Provide efficient and effective production, media bulk buying and an advertising agency for government.

Subprogrammes

The programme's functions are organised into the following two subprogrammes:

- **Media Production** produces graphic designs, videos, photographs and radio programmes in support of government communication programmes.

- **Media Bulk-buying** provides media-buying expertise to government communication programmes of GCIS and other government departments.

Highlights of significant achievements

The integrated finance and supply chain management model is structured to support a compliant end-to-end media-buying solution. The model, which encompasses campaign vendor verification and reconciliation to payment within 30 days of receiving supplier invoices, is bearing fruit. Organisational fine-tuning has made it possible for the Communication Service Agency to bill R220,2 million in advertising media placements with no audit comebacks for the 24 national departments, five provincial departments, and nine public entities on our client roster. Together with our clients, we have delivered 200 media-buying campaigns to the public. By consolidating efforts in a single inhouse media bulk-buying agency, government is able to extract maximum efficiencies from its communications budgets, and R30,5 million was saved through negotiated discounts and added value for our partnering departments.

The Communication Service Agency remains a committed and active participant in the sustained financial viability of community media. In addition to providing relevant content to engender public participation in government programmes, our financial commitment to community media through advertising with our departmental clients is R37,6 million.

Full details of performance indicators, targets and actual performance

Subprogramme: Advertising and Media Buying				
Subprogramme objective: Provide cost-effective media bulk-buying services for government				
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
Number of successful media-buying campaigns implemented	140 media-buying campaigns implemented	Implement 150 media-buying campaigns	200 media-buying campaigns implemented	Target exceeded by 50	Demand for media-buying services exceeded target due to departmental road shows
Subprogramme Objective: Provide cost-effective electronic media products and services for government					
Number of products developed	No historical information	Produce or deliver 1 900 media products for government	3 346 media products and services produced and delivered	Target exceeded by 1 446	This figure includes all products and services – comments are given for each target
	No historical information	Document 300 events photographically	327 events documented photographically	Target exceeded by 27	More public engagements than anticipated
	386 events documented on video	Document 300 events on video	341 events documented on video	41 over target	More public engagements than anticipated
	No historical information	Document 160 events photographically and 160 events on video for GCIS and other departments	211 events documented photographically and 258 events on video for GCIS and other departments	Targets exceeded by 98 (video) and 51 (photographic)	More photo shoots than anticipated due to increased number of internal print products More video shoots than anticipated due to internal TV broadcast
	563 requests for photographs handled	Handle 500 requests for photographs	926 requests for photographs handled	Target exceeded by 426	Growing awareness of photographic archives Produced more print products, which led to more requests from internal clients
	No historical information	Handle 120 requests for video footage	333 requests for video footage handled	Target exceeded by 213	Growing awareness of video archives
	114 radio programmes and live link-ups produced or transmitted	Produce/transmit 76 radio programmes and live link-ups	205 radio programmes and live link-ups produced or transmitted	Target exceeded by 129	Increased popularity of radio programmes
	51 radio adverts	Produce 61 radio adverts	42 radio adverts produced	Underachieved by 19	Most clients prefer radio programmes to radio adverts
	254 electronic and print products designed	Design 150 electronic and print products	359 electronic and print products designed	Target exceeded by 209	Increased number of media campaigns and recruitment advertising for departments
	30 video programmes produced	Produce 48 video programmes	316 video programmes produced	Target exceeded by 268	Produced short website videos of all public engagements of the President and Deputy President

Subprogramme: Advertising and Media Buying					
Subprogramme Objective: Provide cost-effective electronic media products and services for government					
Performance indicator	**Actual achievements 2011/12**	**Planned target 2012/13**	**Actual achievements 2012/13**	**Deviation from planned target for 2012/13**	**Comment on variances**
	No historical information	Produce 52 television programmes	12 Let's Talk TV episodes were produced	Underachieved by 40 programmes	Lack of financial and human resources
	No historical information	Produce 52 radio shows	No radio shows produced	Underachieved by 52 programmes	Lack of financial and human resources
Number of hours digitised	No historical information	Digitise 3 000 hours of video footage	No digitisation occurred	Underachieved by 3 000 hours	Lack of personnel and equipment for digitisation This capability is being put in place – a digitisation system was purchased during 2012/13
Ability to broadcast via satellite	No historical information	Develop project proposal	Outsourced satellite broadcast to service provider	Outsourced satellite broadcast to service provider	Due to funding constraints, sourced quotations when satellite transmission was required and passed on cost to client

Strategy to overcome areas of underperformance

The programme will be developing, implementing and reporting to the management committee on an action plan of remedial actions for all partially achieved, delayed and non-achieved targets reported on a monthly and quarterly basis. In 2013/14, performance will be measured accumulatively against the annual target to provide a holistic picture of organisational performance at any given period.

The Planning Unit, along with an expert in results-based management, will assist management in developing specific, measurable, attainable, relevant and time-bound targets, as some of the underperformance is the result of setting targets without adequately taking into account the available financial and human resources.

Changes to planned targets

No targets were changed for the programme during the reporting period. However, some targets could not be implemented due to a lack of financial resources.

Linking performance with budgets

Subprogramme expenditure (in R 000)

Subprogramme	2012/13			2011/12		
	Final appropriation	Actual expenditure	(Over-)/under-expenditure	Final appropriation	Actual expenditure	(Over-)/under-expenditure
Marketing, Advertising and Media Buying	32 565	32 565	0	17 036	17 034	2
Media Production	18 954	18 954	0	19 598	19 598	0
Total	**51 519**	**51 519**	**0**	**36 634**	**36 632**	**2**