

# PART 2:

## PROGRAMME PERFORMANCE INFORMATION

This section provides an overview of the Government Communication and Information System's (GCIS) programme performance in realising government's strategic agenda. It is guided by and structured according to the requirements issued by the National Treasury.

## Programmes

The department is organised into eight programmes: (1) Administration, (2) Policy and Research, (3) Government and Media Liaison, (4) Provincial Coordination and Programme Support, (5) Communication Service Agency, (6) International Marketing and Media Development, (7) Government Publication and (8) Communication Resource Centre.

### Programme 1: Administration

#### Purpose

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

#### Measurable objective

Manage and provide support services to the department.

#### Subprogrammes and functions

**The programme is divided into three subprogrammes:**

- *Management* is responsible for overall leadership, management and planning of the programme's activities
- *Corporate Services* provides an efficient and effective support service to GCIS
- *Property Management* services the GCIS' building lease agreements.

**The programme's functions are organised into the following chief directorates:**

- The Office of the Chief Executive Officer (CEO) provides support for leadership of and improved performance by government communication through administrative support to the CEO.
- The Office of the Chief Financial Officer (CFO) provides the department with overall financial and supply chain management, and auxiliary services, and guides management in complying with legislative requirements, budget planning, and financial management and administration.
- Corporate Services oversees the functions of human resources, internal communication and the information centre. The Information Centre collects, organises and disseminates government and government-related information through the enquiry service, the department's library service and the government contact information products.
- Information Management and Technology is responsible for the establishment and support of information management and technology systems in GCIS.
- The Project Management Office provides professional project management services, methodologies and standards to enhance performance.



- The 2010 Communication Project Unit provides leadership and coordination for government communication associated with the 2010 FIFA World Cup™.
- Internal Audit, which is independent of the CFO's office, improves risk management, control and governance processes.

### Key service-delivery achievements

In 2010/11, the Office of the CEO coordinated the biweekly post-Cabinet media briefings and follow-up interviews with media organisations to widely communicate strategic government decisions to the public. The CEO was also appointed as official spokesperson for the World Cup and kept the public informed at all times. The CEO convened and chaired regular management meetings and meetings with the department's public entities.

In November 2010, the CEO delivered a paper at the Inter-Press Service seminar in Spain. The paper was on South Africa within the India-Brazil-South Africa alliance, a focus area for the Inter-Press Service.

During the year under review, the Office of the CFO managed the budgeting process and expenditure in line with the prescribed guidelines of the Public Finance Management Act, 1999 and Treasury Regulations. The chief directorate ensured that GCIS achieved a 95% spend on its allocated budget for the year under review.

All the suspense accounts, together with the GCIS budget, were regularly reconciled to ensure full accountability.



Supply Chain Management, a division within the Office of the CFO, continued to improve the quality of its service, particularly the time it takes to process orders and payments to service-providers. Over the past year, 87,7% of orders and payments to service-providers were processed within 48 hours. In addition, 95% of bids were processed within two months and 97% of requests for quotations were attended to in 30 days. The Asset Register was reconciled on a monthly basis to ensure that all GCIS' assets were fully accounted

for. Transversal system management (LOGIS/BAS) always impacts on the turnaround of our service as the system is down from time to time. The speed within which service-providers submit their invoices also imposes delays.

Human Resources continued to implement a human resource strategy through which it attracted and retained the human capital needed to meet the department's mandate. The strategy was designed with due regard to employment equity requirements. It prioritises skills development, an improved corporate culture and healthy labour relations. An employee health and wellness programme was also implemented during the year.

Information Management and Technology provided maintenance and support to the information technology (IT) infrastructure nationally. The section also replaced obsolete IT assets, renewed software licences, and upgraded the wide area network infrastructure, the server environment and the e-mail system.



The Project Management Office coordinated the implementation of the department's communication services for campaigns prioritised in the Government Communication Programme. The office supported successful projects during the year under review, including setting up the Government Communication Operations Centre for the World Cup; the State of the Nation Address (SoNA); 16 Days of Activism for No Violence Against Women and Children; public participation; and the Thusong Service Centres. The Project Management Office also successfully coordinated a request by the South African Police Service to train 2 000 communication officials.

Delays in sign-offs from the lead departments had a negative impact on the success of some campaigns. In addition, most of the unit's resources were allocated to projects related to the World Cup, resulting in some requests not being fully serviced. Going forward, the unit will prioritise instilling project management principles within the department.

During the year, Internal Audit contributed to the review and approval of the Risk Management Strategy and Policy, the Fraud Prevention Strategy and Policy, and the Internal Control Policy Statement. The unit also contributed to the adoption of the organisational top 10 risks and mitigation plans, as well as quarterly reporting on the mitigating progress against plans.

The Audit and Risk Committee approved Internal Audit's terms of reference, and its strategic and annual plans – which contained at least 16 high-level audit projects. During the year, over 25 audit projects were conducted covering information systems, performance information, human resources, supply chain and finance, as well as production and distribution of information products. The Auditor-General placed reliance on Internal Audit's work on information systems, resulting in savings on audit costs.

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Office of the CEO	Lead functioning of GCIS	Alignment of GCIS strategic objectives and operations with relevant legislation Effective management of all resources	Biweekly Executive Committee (Exco) meetings Weekly Management Committee (Manco) meetings	Held monthly Exco and biweekly Manco meetings – decisions affecting department's strategy were monitored and followed up promptly CEO chaired budget and audit committees to closely monitor resource management	
	Monitor corporate strategy implementation	Monitoring and evaluating organisational performance status against set targets	Submit quarterly performance status reports	Quarterly performance information reported on organisational performance management system and approved by Manco Identified weaknesses and plans put in place Strategic planning session held in November 2010 to review organisation's performance status	
	Communicate decisions of Cabinet as spokesperson	Post-Cabinet media briefings held and statements issued	Briefings as per Cabinet meeting schedule	Held post-Cabinet media briefings and chaired government communication forums Prepared and issued statements on related issues Engaged consistently with media and the South African National Editors' Forum (Sanef) on the Protection of Information Bill before government/Sanef Indaba in October	
	Give strategic government communication advisory services on implementation of the Programme of Action (PoA)	Better integration and coherence of PoA communication	Participate in all Forum of South African Directors-General (FOSAD) meetings	Attended FOSAD meetings	

	<p>Provide strategic leadership to public entities (International Marketing Council [IMC] and Media Development and Diversity Agency [MDDA])</p>	<p>Public entities' mandate and governance process clearly articulated in accountability arrangement/framework</p>	<p>Update accountability framework annually</p>	<p>Participated in and influenced decisions of IMC Board and Exco</p> <p>Held bilateral meetings with IMC CEO</p> <p>GCIS CEO chaired management meetings with IMC to monitor quarterly performance</p> <p>MDDA performance overseen through bimonthly meetings</p>	
			<p>Monitoring and evaluation meetings held at least quarterly</p>	<p>CEO actively participated in and influenced decisions of the: IMC Board, IMC Exco, bilateral meetings with the IMC CEO</p> <p>CEO chaired GCIS/IMC management meetings to monitor quarterly performance</p> <p>Oversight provided on performance of the MDDA through bimonthly meetings between GCIS and the MDDA to pursue media diversity and implementation of development communication through the MDDA</p>	
	<p>Provide operational and strategic support to CEO as Accounting Officer and government spokesperson</p>	<p>Secretarial, administrative and advisory support for CEO's Cabinet and Accounting Officer functions</p>	<p>Effective functioning of the Office of the CEO to allow CEO to carry out role as Cabinet spokesperson and Accounting Officer</p>	<p>Regular, high-level support of CEO as Accounting Officer and government spokesperson</p>	
<p>Office of the CFO</p>	<p>Strategic leadership</p>	<p>Monthly reconciled targets</p> <p>Financial and human resources management of chief directorate</p> <p>Development programme of staff</p>	<p>Fully accounted financial and supply chain management and administration</p> <p>Submission of financial statements as stipulated</p>	<p>Spent 99,8% of budget allocation for chief directorate</p> <p>All staff attended required training despite delay during skills audit</p>	

## Actual performance against targets/milestone

Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Office of the CFO (Supply Chain Management)	Effective and efficient procurement process	48-hour process turnaround time	80% success rate	87,7% achieved	
		Two months to process bids	98% spend on allocated budget	95% achieved	
		Invoices paid in 30 days	Monthly reconciled and cleared suspense accounts	87,7% achieved	
Office of the CFO (Financial Management)	Effective and efficient financial management	Expenditure against allocated budget		95% achieved	Refer to the Accounting Officer's report.
		Monthly cleared Suspense Account		All suspense accounts reconciled daily	
Office of the CFO (Auxiliary Services)	Procurement of office space for GCIS head office	New GCIS premises	Finalise bidding process	Finalised bid process and appointed service-provider	
Management	Strategic leadership	Monitor the implementation of business plans	Weekly meeting	Signed service level agreement 40 meetings were held	
				The 12 meetings that did not take place were due to meeting days falling on public holidays or when key members were visiting provinces, or on annual or sick leave	
Corporate Services (Human Resource Management)	Recruitment strategy consistent with GCIS' needs	Officials with right skills	Review recruitment strategy/policy	Reviewed and implemented recruitment policy to recruit people with right skills	
			Revised organogram in line with GCIS review	Organogram revised and approved by Department of Public Service and Administration	
			Revised probation policy	Revised and implemented policy	
Induction programme for officials on probation	Induction programme for officials on probation	Induction programme for officials on probation	Induction programme for officials on probation	Developed induction programme	
			Checklist for monitoring officials on probation	Developed checklist for monitoring officials on probation	

					Developed performance evaluation template as part of performance management system	
	Performance management system that is aligned to strategic priorities of GCIS	An effective performance system that is aligned to the priorities of GCIS	Performance evaluation template for officials on probation	Induction of officials in drafting performance agreements	Developed and implemented performance management system and inducted officials in drafting performance agreement	
Corporate Services (Human Resource Development)	Human Resource Development Strategy	Organisational skills development plan aligned to Human Resource Development Strategy	Conduct skills audit to identify skills gaps and develop Skills Development Plan	Implement employee health and wellness programme with 90% success rate	The skills audit was only completed in February 2011 due to an extension in December 2010	
	Provide effective employee health and wellness programme, including employees with disabilities	Healthy employees effectively performing their duties	Implement employee health and wellness programme with 90% success rate	All employees with disabilities receiving necessary assistance to carry out duties with ease	Achieved: Posters in line with health calendar on notice boards each month; conducted blood donation clinic week; health screening sessions (including HIV counselling and testing) at head office and seven provincial offices; Candle Memorial Week in May to remember those who passed away due to HIV and AIDS; World AIDS Day commemorated; conducted workshops on HIV and AIDS, stress, anger management, debt management and personal grooming	
	Provide guidelines/policy on women's empowerment and gender equality	Awareness and implementation of guidelines and policy on gender issues in all GCIS practices and approaches by staff and management	90% of staff aware of gender mainstreaming	Achieved: Developed and implemented gender-mainstreaming policy	Conducted consultative workshops on policy with all staff	
Corporate Services (Internal Communication)	Implement Internal Communication Strategy	Staff informed about government's PoA	90% success rate in strategy reaching GCIS staff	Effective communication of organisational programmes and policies to staff	Achieved: PoA profiled in all 10 issues of department's internal newsletter	
		GCIS staff fully informed about department's programmes, projects and policies			Used various channels of communication to communicate projects, policies and programmes	

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Management		Management of financial and personnel administration	98% success of development plan for Human Resource staff	Achieved	
			90% success of the implementation of the Recruitment Strategy	Achieved	
			100% quality for the performance agreements submitted	Achieved	
			10% reduction in labour disputes within the organisation	Only one case of misconduct was declared a dispute and successfully dealt with	
			Approved induction programme	Achieved	
Information Centre	Provide information to public and GCIS staff	Enquiries attended to promptly and captured on system	Successfully respond to or refer 90% of all enquiries and share system reports internally	Responded to all enquiries within stipulated turnaround time	
	Provide quality departmental library service	Library needs of all staff met and effective loan system in place	90% success rate in managing loan system	Data moved from outdated capture system to SharePoint web platform Achieved: Library is well resourced and collection development considers staff needs	
			Newspaper deliveries managed through tender	Managed loan system successfully (indicated by annual stocktaking report) Appointed new service-provider for newspaper deliveries for 2011/12	
	Provide government contact information and profiles electronically and in print	Online products updated regularly and print products produced and distributed	Periodic update of online database and production of print editions of South African Government Directory, Local Government Directory and Directory of Contacts	Updated online directories daily and visited 1 651 109 times Produced two print editions of government and local government directories and one print edition of contacts directory Produced Faces of Government poster	

Management	Strategic leadership	Monitor implementation of business plans as derived from the strategy	100% spent on its budget	Held weekly management meetings to note progress and identify challenges in the implementation of the business plans
IT and Management	Strategic leadership	Monitor implementation of business plans	Weekly meetings	Held weekly meetings to manage completion and implementation of all projects and initiatives in business plans
	IT support services	Effective and efficient IT systems	98% network availability	Achieved 98% service level agreement for network availability with State Information Technology Agency (Sita) for wide area network  Upgraded regional routers and switches to improve wide area and local area network speed and refresh network equipment with latest technology  Improved IT back-up process to improve IT business continuity
	Systems development	Effective and efficient in-house systems developed and implemented	Develop systems according to department's needs and in line with system development lifecycle methodology	Initiated and compiled user requirement specification for three new system development projects  Improved five in-house systems through change-control request process  Upgraded enterprise content management system, with latest version of Microsoft Sharepoint 2010 with additional functions  Coordinated enhancements with Sita for media and public participation systems
	Update information on GCIS websites	Access and currency of information on websites	Accurate, current, comprehensive and accessible information on websites	Continuously updated Government Online and GCIS websites  Updates on Government Online: <ul style="list-style-type: none"> <li>• 4 776 legislative and other documents</li> <li>• 7 759 speeches and statements</li> <li>• 2 262 announcements: government and national events, special days and press conferences</li> </ul>

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
				<p>New design for Government Online home page, Facebook and Youtube pages</p> <p>Completed annual content review and rewrote in plain language for Government Services website</p> <p>Information available in 11 languages</p> <p>Developed content management system for GCIS website and moved information from old website to new database</p>	
	Support government departments with website-related issues	Advice that supports clients to develop websites that conform to best practices	Professional and relevant advice to clients	<p>Conducted six reviews of government websites on request</p> <p>Advised and supported 22 government departments and provinces with web-related issues</p> <p>Held workshops for web content managers and departmental web coordinators involved with Government Services website – both well attended</p>	
Management	Strategic leadership	Monitor the implementation of the business plans	Weekly meetings	<p>Procured webcasting solution</p> <p>The chief directorate held weekly meetings</p>	
Project Management Office	Implement focused project management discipline and adhere to best practices for internal and government-wide projects and campaigns	Projects coordinated efficiently according to up-to-date project management procedures manual	Develop, implement and manage project management systems and processes to link work of enterprise	<p>Reviewed project management handbooks and procedures manual</p> <p>Resourced projects with relevant expertise for executing projects</p>	
		Strengthened project management culture		Held four project management workshops on varying topics with different expert speakers	

Project Management Office	Strategic planning	Ensure implementation of effective strategic planning in line with relevant legislation	Government Communication Programme (GCP) aligned to government's priorities and SoNA  Project management training	60%	Number of units operationalised the business plan by 31 March 2011 using project management approach as implementation tool	Developed well-consulted, more aligned GCP, approved by Manco  Efficiently coordinated and implemented projects arising from GCP  Not achieved	
Project Management Office			Project management training	60%	40% achieved	Not achieved because incumbent was transferred to Human Resources Development unit  Project management training will be coordinated through Human Resources Development in future	
Strategic planning			Three-year strategy plan developed	Develop and implement strategic plans aligned with corporate strategy and government priorities	Three-year strategic plan, partially aligned to National Treasury's new planning framework, was developed and tabled in Parliament on 9 March 2011  2011/12 Annual Performance Plan developed and aligned to 2011/14 Strategic Plan, and signed off by the Minister in The Presidency	The World Cup was a major project in 2010, and most of the chief directorate's resources were allocated to this project  This negatively impacted on the planned activities  The unit projectised business plans for the first time	

## Actual performance against targets/milestone

Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
		Planning and monitoring cycle developed and popularised		Planning and monitoring cycle developed as part of strategic management framework submitted to Manco in May 2011	
		Prompt submission and presentation of strategic plan to Parliament		2011/14 Strategic Plan developed and tabled in Parliament on 9 March 2011 and subsequently presented to the Portfolio Committee on Communication on 15 March 2011	
Performance monitoring	Ensure efficient performance monitoring processes in line with relevant legislation	Monthly, quarterly and annual performance reports promptly compiled	Monitoring mechanisms implemented to track performance of organisation and GCP	Organisational performance management system tool resulted in monthly reports, consolidated into quarterly reports analysed for approval by Manco  Quarterly reports submitted to Minister and National Treasury 30 days after end of each quarter  2009/10 Annual Report compiled and submitted to Parliament in September 2010	
Management	Strategic leadership	Annual Report developed, designed, presented to Parliament and distributed  Monitor the implementation of the business plan	Weekly meetings	Weekly chief directorate meetings to discuss projects status reports and administration matters were held	
2010 Project Management Unit	Meet with government departments to strategise communication around 2010 World Cup	Meetings with key departments held and integrated communication plans developed and implemented	Six meetings annually	Held more than six bilateral meetings with individual departments and with World Cup Government Communicators' Forum  The unit participated in sessions with the Host Cities Forum, 2010 Inter-Ministerial Committee and 2010 Technical Coordinating Committee to ensure communication planning supported and was in line with public-sector operations of the World Cup project	
	Provide Secretariat for 2010 National Communication Partnership of public- and private-sector communicators	Better coordination and integration of communication initiatives among key 2010 World Cup stakeholders	Six meetings annually	GCIS served as Secretariat for partnership between IMC, SA Tourism, 2010 Organising Committee (OC), Proudly South African and other organisations	

<p>Booklet – overview of government programmes for 2010 World Cup</p>	<p>Booklet produced in consultation with key national departments</p>	<p>Update twice a year (before and after World Cup)</p>	<p>Booklet highlighting government preparations for the 2010 World Cup was developed and distributed to key stakeholders and South African diplomatic missions abroad</p> <p>After the event, the booklet was updated to highlight government's achievement, and was submitted to Sport and Recreation South Africa</p>	
<p>2010 World Cup government website</p>	<p>Accurate, up-to-date information and user-friendly web portal</p>	<p>One item of content weekly</p> <p>Regular maintenance and development when necessary</p>	<p>Continuously updated official government website to reflect developments within government, OC and FIFA</p> <p>Site also supplemented by creation of "mobilesite", allowing South Africans and international visitors to access website with mobile phones</p>	
<p>International research into public opinion on South Africa and Africa in context of World Cup</p>	<p>Research done and findings shared with World Cup stakeholders</p>	<p>Research conducted twice a year</p>	<p>Policy and Research Chief Directorate commissioned and analysed research allowing communicators and Inter-Ministerial Committee to assess communication environment and public opinion nationally and internationally</p>	
<p>Support public relations activities that profile government's World Cup projects</p>	<p>Communication support for government's state of readiness media briefings, The Presidency's 2010 outreach programmes, domestic and international mobilisation initiatives, and support for government participation in FIFA/OC media tours</p>	<p>Support four government briefings and two outreach events (as confirmed by The Presidency), 100 Days celebration and media tour before celebration; four international marketing events</p>	<p>Supported and led 2007 preliminary draw and 2009 final draw for World Cup</p> <p>Worked with Sport and Recreation South Africa, The Presidency and all guarantee departments on public events:</p> <ul style="list-style-type: none"> <li>• roadshow to West and North African states in tournament</li> <li>• official 100 Days and 50 Days countdowns</li> <li>• official opening of OR Tambo Airport central terminal</li> </ul>	

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
	Support public relations activities that profile government's World Cup projects (continued)	Communication support for government's state of readiness media briefings, The Presidency's 2010 outreach programmes, domestic and international mobilisation initiatives, and support for government participation in FIFA/OC media tours (continued)	Support four government briefings and two outreach events (as confirmed by The Presidency), 100 Days celebration and media tour before celebration; four international marketing events (continued)	<ul style="list-style-type: none"> <li>Last Football Friday event at The Presidency</li> <li>editing and preparation of official government technical report on government's performance on 17 guarantees</li> <li>operating central communication for government, including central crisis communication operation with OC and FIFA communication team</li> </ul>	
Internal Audit	Develop and implement an audit plan to review the system of internal control	Recommendations that mitigate material internal control weaknesses	Quarterly audit progress reports against plan	Presented reports at four Audit and Risk Committee and five Internal Audit Committee meetings	
Reasons for major variances: None					

## Programme 2: Policy and Research

### Purpose

Conduct research to assess how government meets the public's communication needs and monitor media coverage of government programmes from a communication perspective.

### Measurable objective

Inform government's communication strategy and related decisions by analysing the communication environment weekly, monthly and quarterly, and by conducting quarterly research on the public's communication needs.

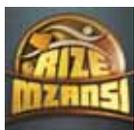
### Subprogrammes and functions

The programme is divided into three subprogrammes:

- *Policy and Media Analysis* monitors and analyses how the media interprets government policies and programmes. Having managed the process of establishing the MDDA, it gives the agency institutional support.
- *Research* assesses the information and communication needs of government and the public.
- *Inclusive Economy Communication* manages communication aimed at popularising economic opportunities created by government.

### Key service-delivery achievements

#### Inclusive Economy Communication



During 2010/11, GCIS partnered with SABC1 to promote economic opportunities created by government through a 13-episode television programme called Rize Mzansi. The series reached over 1,6 million viewers per episode, informing them of existing opportunities, requirements to access them and where to apply.

During the year, GCIS coordinated the communication of the Energy-Efficiency Campaign. The department launched an electronic newsletter and held media round tables on key national energy issues and also flighted a four-part educational series on e.tv and created a micro-site on energy efficiency. GCIS also ran a national advertising campaign to raise awareness.

#### Research

GCIS conducted research projects to test the reception of the *Public Sector Manager* magazine, Statistics South Africa's census logo and its communication material which improved the quality of the final products. The department also designed and managed a segmentation research project to better understand its audience and formulate effective communication strategies for the five national priorities.

The department is updating the social media policy to guide all government communicators in the use of the





medium and will also continue to provide communication research advice and support to government role players.

### **Policy and Media Analysis**

Policy and Media Analysis compiled communication environment reports and presented them weekly at communication planning meetings. The unit also presented monthly reports to all communication clusters.

GCIS received and shared monthly and quarterly media content analysis reports from a service-provider. Departments (Water Affairs, Defence, Trade and Industry, and Arts and Culture) and the City of Tshwane benefited from quarterly presentations and a buy-in option introduced at the beginning of the financial year to reduce costs.

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Management	Strategic leadership, integrate work of subprogrammes and liaise with other departments and The Presidency	Business plans implemented, budgets, and human resources managed according to plan	Weekly meetings, development plans and expenditure	Held regular meetings and training, in accordance with development plans and departmental needs  Three new sections inherited due to restructuring: Communication Resource Centre, Communication Centre and Information Centre, including the library	
Policy and Media Analysis	Report on and analyse communication coverage of government policies from a communication perspective	Regular analysis of communication environment and policies	Weekly and quarterly communication environment reports	Compiled communication environment reports and presented weekly at communication planning meetings  The reports were regularised to monthly reports to all communication clusters  Compiled and presented daily reports to operational media room on the: <ul style="list-style-type: none"> <li>• World Cup</li> <li>• Public Service wage negotiations</li> <li>• attacks on foreign nationals</li> <li>• floods</li> <li>• 2011 SoNA</li> </ul>	
	Media content analysis	Presentation of relevant trends and analysis of government's media coverage	Monthly and quarterly reports, quality assured and relevant to cluster work	Received monthly and quarterly media content analysis reports from service-provider  Departments (Water Affairs, Defence, Trade and Industry, and Arts and Culture) and the City of Tshwane benefited from quarterly presentations and buy-in option introduced in 2010/11 to reduce costs	
	Policy analysis	Regular presentation of reports on key policies attracting media attention	Ongoing	Produced summaries/analysis reports of: Defence Amendment Bill; Protection of Information Bill (including media analysis report and follow-up analysis); discussion document on carbon taxes; revision of legislation in Department of Energy; SA water crisis report; amendments to labour legislation; aspects of the MDDA Act; Immigration Amendment Bill; and Military Veterans Bill	

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Research	Capacity-building	Credit-bearing qualification for government communicators	Conceptualising and developing course	<p>Approached stakeholder institutions identified by letter and met with representative from Centre for Policy Studies to discuss partnership terms of reference</p> <p>Facilitated interim course in media engagement and communication strategy development while GCIS develops long-term qualification for communicators</p> <p>Implemented a training programme for South African Police Service's nine provinces plus a session for the national head office</p> <p>Arranged two sessions of communication strategy workshops, one in December 2010 with 12 participants, the second in January 2011 with 19 participants</p>	
	Research and information gathering to enhance effective government communication	Availability and use of relevant research findings to enhance effective government communication	Timely, quality-assured research products informed by government priorities and annual cycle of government	<p>All projects quality assured and relevant findings presented for input, improvement and development of:</p> <ul style="list-style-type: none"> <li>• 2010 communication messages</li> <li>• Government Communication Strategy</li> <li>• Census communication material</li> <li>• <i>Public Sector Manager</i> magazine</li> <li>• Social Cohesion Project team communication strategy</li> <li>• 16 Days of Activism communication strategy</li> </ul> <p>Completed two main projects; findings with recommendations presented to:</p> <p><b>Quarterly requests:</b></p> <ul style="list-style-type: none"> <li>• Department of Home Affairs</li> <li>• National Energy Regulator of South Africa</li> <li>• Department of Defence</li> <li>• IMC</li> <li>• Department of Public Works (resulted in buy-in into tracker research)</li> </ul> <p><b>Ad hoc requests</b></p> <ul style="list-style-type: none"> <li>• Directorate: <i>Vuk'uzenzele</i></li> <li>• South African National Biodiversity Institute</li> <li>• Statistics SA</li> </ul>	
	Use communication research to assess information needs, explore impact of communication products and services in terms of access and reach, and conduct audience needs analysis	Annual quantitative and qualitative research projects	Quarterly and ad hoc reports as required		

	Research initiated or on request to meet specific objectives	Research report	Ongoing	Initiated and completed the following projects: <ul style="list-style-type: none"> <li>• 2010 international tracking research</li> <li>• Census project – testing of logo and budget</li> <li>• Lekgotla assessment project</li> </ul>	
	Build knowledge base of independent studies relevant to government communication	Obtain relevant reports/products	Ongoing	Acquired the following reports with relevant research findings: <ul style="list-style-type: none"> <li>• six datasets from Markinor subscription</li> <li>• five press releases for Business Confidence Index from Bureau of Market Research</li> <li>• five press releases for Consumer Confidence Index from Bureau of Market Research</li> </ul>	
Inclusive-Economy Communication	Economic opportunities	Communication products promoting economic opportunities  Coordinate government communication about major projects, such as the Expanded Public Works Programme and Small Enterprise Development Agency Programme	Consolidate communication products and material for effective use and run TV series with consolidated material	Acquired 228 reports from different research houses  Implemented 13-week TV series aired by SABC1 promoting government economic opportunities  Managed all-inclusive economy portfolio of products and strategies for future use in related transversal campaigns	
Reasons for major variances: None					

## Programme 3: Government and Media Liaison

### Purpose

- Promote integration of communication plans and assess their implementation by both departments and clusters, and ensure that the coordinating forums are effective.
- Provide strategic leadership to departments in the development of departmental and provincial communication strategies informed by the National Communication Strategy (NCS).
- Ensure that communication policy guidelines are used to improve government communication.
- Ensure that the media is informed promptly of government's programmes, and provide comprehensive and coherent media and government liaison services.



### Measurable objectives

- Continuously communicate with and inform the public on the policies and programmes of government to improve their lives.
- Provide strategic leadership in government communication.
- Strengthen the effectiveness and alignment of the government-wide communication system.

### Subprogrammes and functions

The programme's activities are grouped into the following five subprogrammes:

- Management is responsible for overall leadership, management and planning of the programme's activities.
- National Liaison promotes interdepartmental cooperation and integration of communication and helps departments develop effective communication strategies. It facilitates the implementation of the respective departments' communication plans and convenes communication forums to encourage integrated planning and coordination of government's communication programmes.
- International and Media Liaison is responsible for ongoing media liaison services to government and maintains relations with both domestic and international media. It also coordinates external communication in collaboration with national departments and other stakeholders. The unit identifies and cultivates relationships with media houses, both domestic and foreign.
- The News Service (BuaNews) provides government news and information to community and mainstream media, locally and abroad.
- Parliamentary Liaison renders media liaison and communication services to government in the parliamentary precinct and provides government information to Members of Parliament (MPs) and the public through its Information Resource Centre (IRC).



### Key service-delivery achievements

The chief directorate coordinated and facilitated cluster media briefings and, through effective media coverage, ensured that millions of South Africans received critical information about government's performance in relation to service-delivery obligations.

The chief directorate also developed guidelines which made it possible for government departments to provide key information to the media and the public in relation to their budget votes. For example, government departments are now required to hold in-depth media briefings to enable effective engagement with members of the media prior to their respective budget votes. This has resulted in extensive media coverage of budget votes.

Through effective consultation, the chief directorate played a key role in ensuring that, for the first time in the history of South Africa's democracy, the SoNA was delivered and broadcast in the evening to enable millions of South Africans to have access to the address, and be informed of key government focus areas.

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Management	Provide overall leadership to chief directorate	Oversee effectiveness of communication forums and ensure that both domestic and foreign media relations are maintained	Clusters and government communicators' forums (GCFs)	Held regular meetings and ensured that teams were informed about all key decisions in organisation  Complied with the policies, legislation and systems	
National Liaison	Monitor communication programmes, plans and messages of various communication units through cluster processes and individual visits  Provide support to departments and clusters for the development of communication strategies	Better content to improve interaction at communication forums and planning of government communication  Better development and coordination of communication messages and better implementation of communication plans	Effective GCFs, focused communication cluster meetings and communication planning meetings  Assist departments by providing input into their communication strategies and plans  Provide special support to departments with poorly functioning communication units	Coordinated the development of 27 departmental communication strategies and an average of five key messages weekly  Facilitated the development of key messages for biweekly Cabinet meetings  Coordinated the development of 27 departmental communication strategies and an average of five key messages weekly  Facilitated the development of key messages for biweekly Cabinet meetings	
	Analyse issues in the environment pertaining to cluster and departments by working closely with Rapid Response and Policy and Media Content units	Effective use of content to improve communication messages	Analyse issues in the environment pertaining to clusters and departments by working closely with Rapid Response and Policy and Media Content units	Facilitated effective weekly communication environment meetings and followed up on key decisions	
	Improved functioning of communication system and improved implementation of communication plans	Assist in building communication capacity through effective use of communication and policy guidelines	Continue to build a working communication system and ensure that communicators have the necessary capacity to do their work	Participated in the induction of four communicators	

	<p>Motivate communicators to do well by rewarding excellence through various awards</p>	<p>Improved standards of government communication such as special training programmes and exposure to private-sector practices</p>	<p>Recognise excellence and improved implementation of communication strategies and programmes in government communication</p>	<p>Not achieved Appropriate replacement system will be developed This recommendation was endorsed by Manco</p>	<p>Will reposition the GCA in coming financial year Assessed the significance and relevance of the Government Communicators' Awards (GCA) and recommended their temporary suspension</p>
	<p>Support departments and clusters in development of communication strategies</p>	<p>Better development and coordination of communication messages and better implementation of communication plans</p>	<p>Assist departments by providing input into their communication strategies and plans, and provide special support to departments with poorly functioning communication units</p>	<p>Coordinated the development of 27 communication strategies on behalf of departments</p>	
<p>International and Media Liaison</p>	<p>Regular media briefings by ministers and senior officials with both domestic and international media Regular media networking sessions informed by programmes of individual departments Targeted interaction between local media and government</p>	<p>Inform media of government's PoA Strengthen relationships with the Foreign Correspondents' Association (FCA) and Sanef by sharing content on government's policies and programmes Continuously coordinate media activities that support implementation of strategies</p>	<p>After SoNA and every reporting cycle to Cabinet</p>	<p>Coordinated post-SoNA cluster briefings and drafted guidelines and coordinated effective pre-Budget Vote media briefings Organised and implemented successful engagement between Sanef and senior government officials led by the Deputy President Organised two meetings between the Government spokesperson and the FCA</p>	

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
News Service (BuaNews)	Partner with the Department of International Relations and Cooperation (DIRCO), IMC and South African Tourism to ensure the development of an international and marketing communication strategy	Work with DIRCO, IMC, South African Tourism and Trade and Investment South Africa to implement the international communication strategy  Ensure all foreign correspondents are regularly informed of government plans  Work with DIRCO and use international media coverage through foreign missions to monitor and advise government on mitigation	Effective use of missions to invite foreign journalists  Briefings to the FCA  Work with missions based in the country to initiate foreign media visits	Developed guidelines for communication around state and international visits  Developed key messages for international and state visits  Foreign journalists invited to key media briefings by DIRCO	
	Disseminate government and development-related news and information	Number of clients reached and stories submitted	1 200 clients in South Africa receiving BuaNews by e-mail	Compiled and disseminated daily e-mail editions, on Sundays and some public holidays: 2 000 clients received e-mails  Introduced new social media platforms – Twitter and Facebook – to extend reach of BuaNews  BuaNews website updated throughout the day	
	News articles for community and mainstream media locally and abroad	Increased uptake of BuaNews stories by media	380 000 hits on website and increased uptake of BuaNews stories by media	Achieved at least 550 000 hits a month on BuaNews website  Mainstream publications used BuaNews stories ( <i>The New Age, Citizen, Daily Sun, Sapa, Business Report</i> ) daily  International use grew, especially during the World Cup. International news cooperation agreements were signed with five new countries to increase footprint of South African government news abroad	

Parliamentary Liaison	Media briefings at start of parliamentary sessions	Successful ministerial media briefing weeks at opening of Parliament	February each year, cluster briefings after every Cabinet reporting cycle	Cluster briefings after SoNA and before departmental budget votes were organised
	Increased monitoring of parliamentary processes Provide government information to MPs and public	Briefings to inform media of government's programmes and progress MPs and public informed about government's programmes and progress	Regular distribution of relevant government information to MPs and public	Ensured IRC is resourced with relevant and up-to-date information relating to government. These included Acts, key information on all government departments as well as government's PoA The IRC provided key government information to public, Cabinet and parliamentarians
Communication Centre (incorporated into programme during second half of 2010/11)	Production and distribution of press clippings National, regional and online media monitoring Broadcast media monitoring	Timely dissemination of products and reports to various clients	Daily dissemination to government departments and South African missions abroad	Produced, categorised and distributed press clippings daily Distributed clippings to government and South African missions abroad Assisted with other GCIS and government projects and campaigns, and tracked related media coverage Produced daily broadcast and online media coverage reports, and distributed to internal and external stakeholders Produced combined national and international media coverage reports, keeping stakeholders abreast of media reporting trends
Reasons for major variances: None				

## Programme 4: Provincial Coordination and Programme Support

### Purpose

Strengthen the system of government communication and implement development communication through sound stakeholder relations and partnerships to ensure that the public is informed about government policies and programmes to improve their lives.

### Measurable objectives

- Cascade the national framework for government communication to provincial and local government to strengthen intergovernmental communication alignment.
- Strategic leadership and advice to provincial and local spheres of government to strengthen the system of government communication in line with the Local Government Turnaround Strategy, including monitoring the functioning of the system.
- Address the communication and information needs of communities through ward liaison and the implementation of direct communication interventions using various media.
- Strategic leadership and coordination of government's Public Participation Programme (formerly izimbizo) across the three spheres of government.

### Subprogrammes and functions

- *Management* is responsible for leadership and management of the programme.
- *Provincial Coordination* is responsible for coordination and support functions to provincial directorates considering the decentralised nature and size of the programme.
- *Provincial Liaison* is responsible for cascading the NCS framework to provincial and local stakeholders and partners, and for the implementation of key campaigns in partnership with these stakeholders, as well as



conducting regular local assessments of the communication environment. It is also responsible for facilitating the establishment of government's Thusong Service Centre programme in line with government's access strategy.

### Key service-delivery achievements

GCIS continues to strengthen provincial and local government communication through concrete communication initiatives, including more face-to-face and unmediated engagements with communities, localising national content and prioritising the Local Government Turnaround Strategy.

GCIS, in partnership with various organisations and individuals, has put systems and mechanisms in place to ensure that the public has consistent access to information on programmes, policies and opportunities. During the year under review, GCIS implemented 4 056 local development communication projects, reaching 17,5 million people directly and through community media platforms, particularly community radio. Local GCIS teams, mostly based in Thusong Service Centre districts, made 6 060 visits to communities to deliver on these projects and distributed 1 145 007 government information products.

A total of 15 Thusong Service Centres were established in 2010/11, bringing the number of operational centres to 165. More than 40 joined-up mobile units were aligned to this network of centres. Over five million South Africans were serviced through the centres in the past year, although underreporting of statistics from centre managers remains a challenge. The Public Administration Leadership and Management Academy trained about 1 000 government employees serving in centres in excellent customer care, and 200 centre managers were trained in advanced management development. In total 45 centres were given the new Thusong branding to make them more accessible and visible to the communities that use them. GCIS held a national Thusong Service Centre repositioning workshop with stakeholders from national, provincial and local government to explore ways of maximising access to government services and information.



GCIS coordinated a communication approach and strategy for the local government elections on 18 May 2011, which encouraged citizens to exercise their democratic right to vote. This communication strategy was implemented at national, provincial and local levels.

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Management	Leadership and management of programme	Monitor implementation of programme's business plan	Weekly meetings and reports on implementation plans	Held biweekly teleconference management meetings Held quarterly branch meetings and one strategic planning session	Weekly meetings were changed to biweekly due to the change in Manco's meetings schedule
Provincial Coordination	Coordinated and consolidated communication programmes of provincial offices Access to government information through strategic partnerships with national stakeholders	Alignment of provincial output to GCIS programmes and strategies Increased engagement with national government and civil-society partners to participate in delivering communication campaigns aligned to the GCP, provincially and locally	Monthly synthesised reports Annual communication partnerships with at least three key national departments and at least two nationally functioning civil-society structures	Completed monthly and quarterly subproject desk reports Regular stakeholder engagements and key partnerships rolled out with: <ul style="list-style-type: none"> <li>Department of Trade and Industry: Returns and Refund Campaign</li> <li>Department of Home Affairs: National Population Register</li> <li>Department of Justice: 16 Days of Activism</li> <li>Stats SA: Census 2011 provincial</li> <li>Independent Electoral Commission: communication preparations for local government elections</li> </ul> Held two civil-society engagements with Ke Moja on drug awareness and iMali Matters on financial literacy	
Provincial Liaison	Cascade NCS framework to provinces for alignment with provincial and local strategies, and joint implementation	Coherent and aligned provincial communication strategies and plans Local government communication strategy reflects national and provincial priorities	Regular presentations to provincial and district forums Monthly implementation and monitoring of communication campaigns at provincial and local levels	Regular presentations to provincial and district forums on: NCS framework, GCP, Local Government Turnaround Strategy communication approach, municipal protests approach, Public Participation Programme and Local Government Communication System Guidelines Used face-to-face interaction and community media platforms with the emphasis on community radio, to reach target audience	

	<p>Strategic advice and support to premiers' offices to strengthen government communication system, provincially and locally</p>	<p>Monitor functioning of communication system in provincial and local government according to government communication guidelines</p>	<p>Quarterly reports on system functioning</p>	<p>Held communication forum meetings and 38 out of 46 functional district communication forums</p> <p>Supported provincial and local communication core teams in developing communication strategies and action plans (World Cup, Anti-Xenophobia Campaign, disaster relief efforts, SoNA outreach campaign, 16 Days of Activism and Mass Campaign on Economic Opportunities)</p> <p>Held two national communication consultative workshops with the Department of Cooperative Governance, Department of Traditional Affairs, South African Local Government Association, and provincial and local communicators to monitor and revise the communication approach for 2009 local government turnaround, and to develop the communication approach for local government elections in 2011</p> <p>Initiated communication capacity-building for communicators and members of the executive councils in Mpumalanga, Eastern Cape, Limpopo, KwaZulu-Natal and Gauteng</p>	<p>Some districts and councils did not submit approved draft communication strategies/forums.</p> <p>Not all of the 46 district have communicators or communicators' forums</p>
<p>Strategic support for implementation of government-wide access to strategy</p>	<p>Facilitate the establishment of the Thusong Service Centre programme as part of government's access strategy</p>	<p>Increased number of government information access points</p> <p>At least 20 Thusong Service Centres a year</p>	<p>Established 15 Thusong Service Centres – 165 centres now operational</p> <p>Expanded programme by aligning over 40 joined-up mobiles: Over 5 million people served</p> <p>Held national Thusong Service Centre repositioning workshop with national, provincial and local stakeholders to maximise access to government services and information</p>	<p>Some constructions were delayed and buildings will be completed in new financial year. Three buildings were completed but not operational due to outstanding service level agreements with service-providers</p>	

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
				<p>Held regular meetings with stakeholders: Department of Public Service and Administration (DPSA), Department of Home Affairs, Department of Labour, South African Social Security Agency, Department of Public Works, National Treasury, Department of Communications, Department of Cooperative Governance and Department of Traditional Affairs</p> <p>Supported the DPSA with the first Thusong Service Centre in an urban mall namely Maponya Mall in Soweto – centre is operational</p>	
	Support implementation of public participation programmes and community feedback strategy to strengthen participatory democracy	Implement communication approach for public participation events in line with local government turnaround strategy	Continuous implementation of public participation feedback strategy	<p>Provinces presented Public Participation Programme protocol approach to all local Government Turnaround Strategy municipalities</p> <p>Developed and updated communication strategy and shared in all integrated government relations structures</p> <p>Held interdepartmental workshop with media liaison officers and public liaison officers to align programme</p> <p>Held 940 participation events nationally and provincially</p>	
Reasons for major variances: None					

## Programme 5: Communication Service Agency

### Purpose

The Communication Service Agency provides core communication services to GCIS and other government departments, both in-house and through outsourcing.

### Measurable objectives

Provide the public with information about government by:

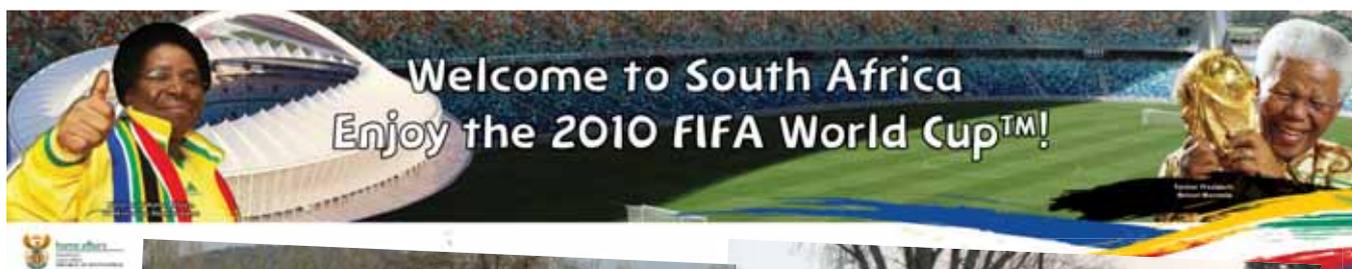
- producing 45 000 copies of the *South Africa Yearbook*, 20 000 copies of the *Pocket Guide to South Africa* and 4 000 copies of the *South Africa Yearbook CD* per year
- implementing at least of 130 media bulk-buying briefs a year
- conducting six public relations and marketing campaigns a year
- improving and developing content for government communication campaigns by producing radio advertisements or radio dramas, live broadcasts on community radio stations, and video programmes and advertisements, as well as covering events (video and photographs) and responding to graphic design requests.



### Subprogrammes and functions

The programme is divided into three subprogrammes:

- *Marketing* manages government's corporate identity; develops strategies for marketing campaigns, events management, public relations campaigns and advertising; manages a government distribution network; and provides a media bulk-buying service
- *Product Development* develops broadcast strategies and products for government campaigns and projects; produces videos and radio programmes; provides graphic design, layout and exhibition design services; and renders photographic services for national and provincial departments
- *Content Development* identifies government's and the public's communication needs, develops content for individual and transversal campaigns, provides editorial services and produces the *South Africa Yearbook* and *Pocket Guide to South Africa*.



## Key service-delivery achievements

The Communication Service Agency handled 1 606 requests during 2010/11, including for: the Department of Home Affairs' 2010 FIFA World Cup™ branding, the national orders award ceremony, national days, the *GCIS Annual Report*, the Energy-Efficiency Campaign's above-the-line activities, and photography and video services for The Presidency.



The Communication Service Agency successfully established its distribution unit through the merger of the distribution operations of *Vuk'uzenzele* and the Marketing, Advertising and Distribution directorate.

## Media buying

- This unit's biggest and most successful achievement was reinventing and realigning media-buying operations from an outsourced (through an agency) to an in-house model, with limited resources in the middle of a fiscal year together with Supply Chain and Finance.
- It booked 153 campaigns for the period (September to March and 233 for the fiscal year 2010/11)
- Value of media booked for the fiscal year totalled R163 million.



Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Management	Strategic leadership	Interact with heads of Communication Service Agency sections to develop and implement strategies to help meet GCIS' objectives	Weekly management meetings Monthly and quarterly reporting	Weekly meetings are held as scheduled All four quarterly reports submitted for 2010/11 fiscal year	
Product Development	Document and develop products in support of government information campaigns	Develop, design and produce print, video, radio and photographic material in support of GCIS, The Presidency and government departments	Produce radio adverts for government campaigns and public-service announcements as requested by government departments and for GCIS campaigns	123 radio adverts and public service announcements were produced	
		Produce radio dramas	Script and produce radio dramas that enhance and simplify government communication to the public as requested by government departments, and for transversal government and GCIS campaigns	No dramas produced in 2010	A decision was taken not to produce radio dramas due to the high cost of production; this item was removed from the business plan in the previous reporting period
		Conduct live link-ups with community radio stations	Facilitate live link-ups with 65 community radio stations, as requested by government departments, and for transversal and GCIS campaigns	Live link-ups with 65 community radio stations during SoNA 2011, debate on SoNA and Budget Speech, followed by seven "Talk to your Minister" programmes Broadcast State of the Province addresses to community radio stations and conducted seven "Talk to your Minister" phone-in shows Produced more than 26 radio ads for government clients, and increased demand for recordings of government events	

Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
				All post-Cabinet media briefings relayed to community radio stations and the SABC, other briefings relayed included the launch of Youth Month and briefings on service-delivery agreements of some ministers	
		Radio coverage and broadcast of public participation programmes	Cover and broadcast presidential, ministerial and departmental public participation programmes	No public participation programmes covered in 2010	The Presidency suspended the public participation programmes in the last fiscal year
		Produce video programmes	Script and produce video programmes requested by government departments, and for transversal and GCIS campaigns	Produced SoNA DVD for South African missions abroad and GCIS provincial offices  Produced video about build-up to SoNA and produced and posted video clips of Budget Speech on website  Produced television news clocks for run-up to the SoNA on SABC and e.tv	
		Video documentation of government events	Document events requested by The Presidency and government departments and for transversal and GCIS campaigns	Handled 300 requests; events included all international engagements of the President and Deputy President (Tanzania, Namibia, Botswana, Mexico, Cuba, Guinea, Zimbabwe, Libya, Kenya, South Korea, Vietnam, Egypt, the United States and Ethiopia) and edited videos posted on YouTube  Special focus on World Cup coverage	
		Design print products	Design and layout as requested by government departments and for transversal and GCIS campaigns	Designs for, among other things, SoNA, 16 Days of Activism booklet, newspaper strip adverts, posters and a newspaper supplement  Other designs included <i>GCIS Annual Report</i> , <i>South Africa Yearbook</i> and <i>Pocket Guide to South Africa</i> , <i>Public Sector Manager</i> magazine (research edition) and <i>GovComm</i>	

		Assist with government exhibitions	Help develop exhibition material requested by government departments and for transversal and GCIS campaigns	Not achieved	No longer a unit function, but advice and guidance provided when requested	
		Advice and guidance on the use of government's corporate identity	Advise government departments on request on application of government's corporate identity	Handled at least 100 requests		
		Photographic coverage of government events	Provide photographic coverage of events requested by government departments and for transversal and GCIS campaigns	<p>Live transmission of SoNA to 65 community radio stations and replayed the debate on address and Budget Vote speech</p> <p>Conducted seven "Talk to your Minister" phone-in programmes</p> <p>Photographic and video coverage of address, video clips and photos posted on GCIS and The Presidency's websites</p> <p>Produced SoNA DVD for missions abroad and video on the build-up to the address</p> <p>Produced video clips on Budget Vote speech and posted them on GCIS website</p> <p>Television news clocks produced for run-up to SoNA and flighted on SABC and e.tv (pre-awareness advert across four stations, strip ads on national paper)</p>		
		Supply photographs to GCIS, government and media	Supply photographs on request to GCIS, government departments and media	Processed 152 requests, 92 from The Presidency and 189 from other government departments, not including daily supply of photographs to media of the President and Deputy President		
	Strategic leadership	Convene a government-wide Designers' Forum	Four meetings of Designers' Forum a year	Conducted four sessions		

## Actual performance against targets/milestone

Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Content Development	Profile South Africa to public and world	Produce <i>South Africa Yearbook</i> and side products to brief, within time schedule and on budget	Print 45 000 soft-cover copies of <i>South Africa Yearbook</i> and 20 000 copies of <i>Pocket Guide to South Africa</i>	Printed 45 000 soft-cover copies of <i>South Africa Yearbook</i> and 20 000 copies of <i>Pocket Guide to South Africa</i>  Produced 4 600 CDs for World Cup	
	Develop information products for government departments and client campaigns	Develop products for government campaigns implemented by GCIS	Produce 4 000 CD Roms  Products developed for GCIS campaigns: PoA, SoNA, women and youth campaigns (16 Days of Activism and Youth Month) and Public Participation Week  Develop products for departmental campaigns on request	Products for SoNA included: <ul style="list-style-type: none"> <li>• speech publication</li> <li>• eight-page supplement in <i>Sunday Times</i></li> <li>• 32-page PoA booklet</li> <li>• eight-page insert into <i>Vuk'uzenzele</i></li> </ul>	
Marketing	Update <i>GCIS Style Guide</i> annually	Updated <i>Style Guide</i> produced	<i>Style Guide</i> for coherent and consistent language use for government updated and on website by November 2010	Updated <i>Style Guide</i> on GCIS website	
	Advise on appropriate content for various GCIS and client campaigns	Copy-editing, translation and proofreading of internal/external products	On request	Handled 179 editing, proofreading, writing and translation requests	
	Appoint and manage Ad/PR agencies in line with procurement guidelines	Effective management of Ad/PR agencies	Based on client requests	Not achieved  Manco decided to suspend panel due to underutilisation by organisation as most used the media agency Mercury to subcontract the work	
	Appoint and manage media-buying agency to manage the bulk media-buying activities of government departments	Effective management of the media-buying agency  Effective implementation of bulk media-buying briefs of government departments	Manage media-buying requests of government departments for transversal and GCIS campaigns	Most significant achievement for this unit: reinvented and realigned media-buying operations from an outsourced to an in-house model	

	Develop insightful media briefs for GCIS projects	Well-developed GCIS media strategy that adds value to campaigns, including broadcast on SABC African language stations, community radio stations and social media platforms	Develop and implement marketing strategies for GCIS projects, such as SoNA, PoA, public participation campaigns and projects for women and children (16 Days of Activism)	Increased numbers of SoNA viewers through pre-awareness drive using news clocks and strip ads in daily newspapers  Assisted with design, print, production and distribution of posters, backdrops, pamphlets and key rings for 16 Days of Activism Campaign, and placement of ads on radio and in newspapers  Successfully distributed one million PoA publications
	Appoint and manage distribution agencies	Appoint distribution service-providers to enhance dissemination of government information  Information products displayed and distributed appropriately, in languages relevant to target audiences	Develop and implement distribution campaigns on request for government departments and for transversal and GCIS campaigns	On the Dot appointed on contract for two years in April 2010  Successfully distributed <i>Vuk'uzenzele</i> bimonthly, 2010 PoA booklet, first issue of <i>Public Sector Manager</i> magazine
	Manage and implement distribution activities	Reports on quality control through distribution value chain	Four site visits per year relevant to distribution campaigns	Visited four sites
	Conduct impact analysis for GCIS' advertising campaigns	Evaluate GCIS' advertising campaigns	One campaign evaluation per year (SoNA impact analysis)	Evaluated SoNA
	Monitor equitable advertising expenditure by government and private sector	Compiled advertising spend reports per year	Four per year to cover each quarter	SABC provided one
	Manage and monitor application of corporate identity in branding activities	Government departments adhering to set guidelines, and any deviations addressed promptly	Provide advice on request to government departments on use and application of government's corporate identity	Handled over 100 requests for assistance with branding and corporate identity activities and management
<p>Reasons for major deviations: Advertising spend report was a function of the now defunct media-buying agency.</p>				

## Programme 6: International Marketing and Media Development

### Purpose

Market South Africa internationally and promote local media development and diversity.

### Subprogrammes and functions

The programme manages two public entities:

- the *IMC*, which markets South Africa internationally
- the *MDDA*, which promotes local media development and diversity.

Accountability arrangements were put in place for the year under review:

### IMC

Meetings between GCIS and the IMC mainly occurred monthly to consider and approve the IMC Strategic Plan, quarterly reports, projects and the *Annual Report* for the previous financial year. The CEO of GCIS participates in the IMC Exco and board meetings.



### MDDA

Quarterly meetings were held between the GCIS and the MDDA to consider and approve the MDDA Strategic Plan, quarterly reports presented against approved plans, as well as the *Annual Report* for the previous financial year. Monthly meetings between the chief financial officers of GCIS and the MDDA were also held.

## Programme 7: Government Publication

### Purpose

Create a communication vehicle that provides the public with information on economic and other opportunities and how these can be accessed.

### Measurable objectives

**Improve unmediated and direct communication by government to the public by:**

- increasing the bimonthly print run of *Vuk'uzenzele* magazine from 1,5 million to 1,6 million
- ensuring the bimonthly update of the electronic version
- disseminating the Braille version to organisations for the visually impaired and to visually impaired individuals on an ongoing basis.

### Key service-delivery achievements

During 2010/11, GCIS produced and distributed 10 million copies of *Vuk'uzenzele* as follows: five editions with a print run of 1,6 million copies each and one edition of two million copies. The five editions of 1,6 million copies were 32 pages each while the edition of two million copies, which incorporates the highlights of the PoA, was 48 pages. *Vuk'uzenzele* is available as an A4 magazine, in Braille (2 545 were produced and distributed in 2010/11) and on the Internet. GCIS also translated 12 pages from English into the other official languages and distributed them in areas where these languages are spoken. Eight pages of the March 2011 edition were translated.

Tracker research shows that *Vuk'uzenzele* continues to gain popularity. More than eight out of 10 of those who received the magazine read it and one in 10 reported paging through it. Additionally, 54,3% of those who read or paged through the magazine said that they found it useful.

### *Public Sector Manager* magazine

GCIS produced two trial editions of the new *Public Sector Manager* magazine based on a need identified through market research. The magazine showcases the work of managers in the public sector and shares knowledge and best practices.



Actual performance against targets/milestone					
Sub-programme	Output	Measure/indicator	Target	Actual performance	Reason for variance
Management	Strategic leadership	Monitor implementation of business plans	Weekly meetings	Held 26 staff meetings  No staff members attended training	
Vuk'uzenzele	Magazine printing	Regular publication of target number of magazine in all official languages	Every second month with a print run of 1,6 million and two million for March edition	Printed 10 million copies over six editions as follows: five editions with a print run of 1,6 million copies each and one edition with a print run of two million copies	
	Produce Braille and web-versions of magazine	Regular production of Braille and web-versions	Distributed every second month, 427 Braille copies, in rural and urban centres and prompt update of website for each edition	Web-version updated for each edition (six editions updated), printed and distributed 2 545 Braille copies, print run varied per edition as database was reviewed monthly	
	Promoting magazine	Increased public awareness, demand and readership, assessed through own research, All Media Products Survey and calls to Gateway Call Centre	Steady increase in awareness, readership and readership response through quarterly Tracker research, letters from public and Batho Pele Gateway (1 020) monthly reports	Produced 4 094 posters for six editions  Quantities per edition varied due to number of bulk-drop distribution points per edition. Bulk-drop distribution points other than Thusongs and GCIS offices were given one poster each  Produced 12 window decals (two per edition) at GCIS offices in Pretoria	
	Distributing magazine	Extended reach among targeted public, assessed through the Audit Bureau of Circulations (ABC)	Every second month	Distributed 10 million copies: five editions with print run of 1,6 million copies each and two million copies of a single edition  The ABC issued two certificates (July 2010 and January 2011) of compliance for all six editions	
Reasons for major deviations: None.					

## Programme 8: Communication Resource Centre

### Purpose

The Communication Resource Centre, and its subdirectorate, the Communication Centre, are responsible for monitoring and assessing international and national print, broadcast and online media coverage.

### Measurable objectives

- Learn and explore communication methods and practices to enhance communication.
- Provide strategic leadership in government communication.



### Key service-delivery achievements

The Communication Resource Centre and the Communication Centre were incorporated into the Policy and Research Programme during 2010/11. The Communication Resource Centre monitored national and international print, broadcast and online media coverage on a 24-hour basis. Apart from accessing broadcast and print media, the Communication Resource Centre and Communication Centre made extensive use of online free-to-access sources and search facilities. The Communication Resource Centre accessed subscription-only and prime content by using specialised media search facilities.

The Communication Resource Centre continued to develop its approach to monitoring and assessing media coverage, including producing single media coverage reports (broadcast, online and international media reportage). These reports were distributed at regular intervals daily and allowed their users to effectively track developing stories across different sources and titles. These reports were supplemented by e-mail and SMS alerts of breaking news during the course of the day.

The department acquired a newspaper scanner, which allows the Communication Centre to streamline and enhance its print media monitoring and distribution.

Actual performance against target					
Sub programme	Output	Measure/Indicator	Target	Actual performance	Reason for variance
Communication Resource Centre	Management	Ensure that business plan is implemented and resources are managed effectively	Weekly meetings	Conducted regular staff meetings	
	Assess and analyse international media coverage on South Africa to understand the international media and communication environment Support interventions by internal and external stakeholders and GCIS business units to ensure coordinated and consistent government communication and management of South Africa's reputation locally and internationally	Identify key issues and trends in media coverage to inform proactive and reactive communication and interventions by government	Daily (workdays and weekends/public holidays when required) distribution of reports	Produced daily (workdays and weekends/public holidays, when required) international media coverage reports  Produced weekly communication environment reports to help identify trends in international media environment  Produced, from incorporation into Policy and Research, combined media coverage reports, including national and international media reporting on South Africa  Combined reports allowed users to track trends and developments across national and international media	
		Prepare, in collaboration with head office, a daily (workdays) rapid response agenda	Daily (workdays) production and distribution of rapid response agendas and recommendations	Produced rapid response agendas based on local and international issues affecting the country, its reputation and government	

	<p>Rapid Response</p>	<p>Participate in daily (workdays) rapid response teleconferences on communication environment issues that require proactive or reactive government communication</p> <p>Production of rapid response communication recommendations document, capturing actions proposed at daily (workdays) teleconferences</p> <p>Drafting of proactive and reactive communication proposals and content, based on discussions and recommendations during daily (workdays) rapid response teleconferences</p>	<p>Drafting of proactive and reactive communication proposals and content as required</p>	<p>Used rapid response agendas to allow rapid response team (representatives from GCIS, The Presidency and DIRCO) to suggest proactive and reactive communication approaches</p> <p>Created rapid response recommendations, capturing essence of discussions by team members and communication suggestions</p> <p>Assisted with drafting responses to issues in media environment and developing communication approaches and content</p> <p>Assisted other GCIS business units with implementation of rapid response recommendations</p>	
<p>Support GCIS and government projects and business units</p>	<p>Participate in GCIS project teams and content hub</p> <p>Draft content for publication and key messaging</p> <p>Participate in government clusters and communication campaigns</p>	<p>Regular and ad-hoc participation and drafting of content</p>	<p>Attended regular content hub meetings and provided input into discussions around major events, contributing to drafting key messages, communication content and input</p> <p>Assisted with drafting briefing notes and key messages for government interaction with media during media briefings</p>		
<p>Reasons for major deviations: None.</p>					