



## PART 2: EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER AND CORPORATE STRATEGY

### EXECUTIVE SUMMARY BY THE CHIEF EXECUTIVE OFFICER

As GCIS works to ensure that the public is kept informed of progress in implementing government's mandate and of the opportunities this creates, it pays special attention to improving the conditions for achieving that objective.

Particular priority is given to expanding access to information to building communication partnerships and to improving the performance of the government communication system.

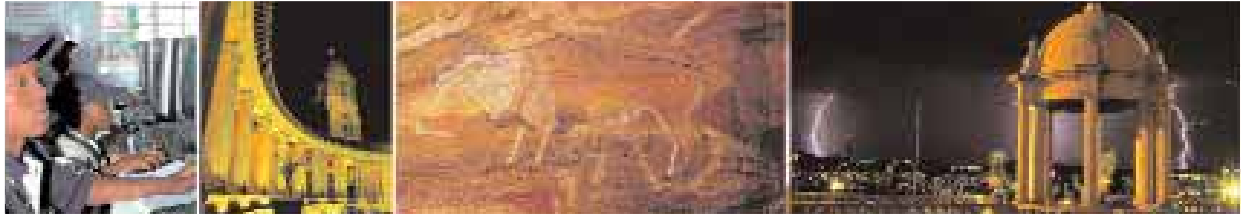
In all these respects, the year under review saw advances that significantly strengthen our capacity to see citizens sufficiently informed to participate actively in improving their own lives and shaping the direction of the country.

One such achievement was the launch of the bimonthly popular magazine, *Vuk'uzenzele*, in October 2005, which is published in all official languages and in Braille. The enthusiastic public response makes clear that it represents a significant change in the media landscape and is meeting a public need for information about economic and other opportunities that has not been reaching a considerable portion of our citizens, especially those in the Second Economy.

The focus on reaching second economy communities informed the second round of the mass communication campaign on economic opportunities, which included a new edition of the core publication and the production and broadcast of a 13-part television series, *Azishe Ke!* These two initiatives were made possible by communication partnerships: the first with the 17 departments of government's Economic Cluster; the second with the SABC as South Africa's public broadcaster.

Communication platforms to strengthen participatory democracy were strengthened. A significant evolution in imbizo saw this popular platform for direct interaction between the public and executive becoming more integrated with municipal processes of governance and participation. As a first step in this new direction, the Municipal Imbizo Programme, jointly managed by GCIS, the Department of Provincial and Local Government and The Presidency, covered most of the Project Consolidate municipalities during the year under review.

Of equal significance was progress in building municipal capacity for communication with the public. The completion in December 2005 of workshops in all provinces to fashion guidelines on local government communication structures and processes which interface with provincial and national spheres set the scene for consolidation and implementation in the coming period. Of similar long-term importance for citizens' access to information and services is the continuing roll-out of multi-purpose community centres (MPCCs), whose number reached 86 by the end of the 2005/06 financial year.



In addition to the partnerships already mentioned, others have continued to thrive. These include those involving the International Marketing Council (IMC), the Media Development and Diversity Agency (MDDA) and the Academy of Government Communication and Marketing which successfully completed its second year as a joint effort of Unilever, the Nelson Mandela-Rhodes Foundation, the School of Public and Development Management at the University of the Witwatersrand and GCIS.

Transformation of the marketing, advertising and communication industry passed through a series of milestones – including the signing of a charter – which has put the industry on the brink of submitting a draft to the dti for approval.

The launch of the 2010 National Communication Partnership in November last year was made possible by the spirit of patriotism and growing sense of national identity that has been increasingly evident in the communication of both public and private sectors. It reflects an unprecedented confluence of encouraging possibilities and the resolve of our country's communicators to make the most of the communication opportunity of a lifetime as South Africa prepares to host the 2010 FIFA Soccer World Cup, the first on African soil.

Ensuring the possibility of progress across all these fronts has been constant attention to the less visible but no less critical organisational tasks in which professionalism and excellence are essential.

That includes managing and strengthening the system that secures co-ordinated and integrated planning and implementation of communication programmes and activities, across government. It includes attention to an information and communications technology (ICT) infrastructure that facilitates all-day one-stop access to government information. It includes the management of the human and financial resources of an organisation that is rooted in every province and which assists the rest of government with strategic communication guidance, services, project management and procurement.

That the Auditor-General again made an unqualified report for the 2004/05 financial year on such a complex range of activities is testimony to the work of the staff of GCIS.

This *2005/06 Annual Report* sets out the detail of the progress that has made it possible, in this Age of Hope, for GCIS to help promote a national effort to achieve faster and shared growth and thereby create the possibility to halve unemployment and poverty by 2014.

Themba Maseko  
Chief Executive Officer



## CORPORATE STRATEGY FOR APRIL 2006 – MARCH 2009

### VISION

Helping to meet the communication and information needs of government and the public, to ensure a better life for all.

### MISSION

GCIS' mission is to provide leadership in government communication and ensure that the public is informed of government's implementation of its mandate.

### STRATEGIC OBJECTIVE

The overarching strategic objective of GCIS is to enhance the government communication system and its operations in ways that contribute to the process of further consolidating our democracy and taking the country onto a higher growth and development path

### GCIS APPROACH

This objective will be achieved by having the following elements in our strategic approach:

- 1. Providing leadership in government communication and ensuring better performance by the communication system**  
GCIS must take responsibility for ensuring government is communicating interactively with the public and for the communication of government's vision and approaches to broad areas. GCIS needs to be at the forefront of analysis of the communication environment so that it can identify initiatives to be taken in enhancing the work of government and respond effectively when required.
- 2. Building a framework of communication partnerships informed by an encompassing vision around common development objectives**  
GCIS must take overall responsibility for promoting partnership among all communicators, inside and outside of government, in articulating a shared vision and value system for a caring society and in broadening access to the means of receiving and imparting information and ideas. This includes improving relations with the media and with communicators in parastatal bodies and the private sector, including in international marketing efforts.
- 3. Promoting awareness of the opportunities that democracy has brought and how to access them**  
GCIS will need to intensify the provision of basic information to the public about the rights of citizens and how to take advantage of government's socio-economic programmes as well as about the general process



of policy development and implementation. Attention will be needed to improve the quality of information products and the effectiveness of distribution strategies in reaching all citizens, in every sector of society and every part of the country.

**4. Promoting awareness of the institutions and programmes of continental and regional integration and development**

Given the critical role of the regional environment and the development of our continent, GCIS should encourage and lead campaigns across government and society to enhance public awareness of developments in the region and the continent and promote engagement with regional and continental institutions and programmes.

**5. Communication research and information**

The government communication system as a whole needs to base its work on soundly researched approaches. GCIS will play a key role in identifying areas of communication research as well as receiving relevant research reports from other sectors. Furthermore, intimate knowledge of government's policies, programmes and implementation is essential to further enhance communication. There is therefore a need to package information on government's Programme of Action.

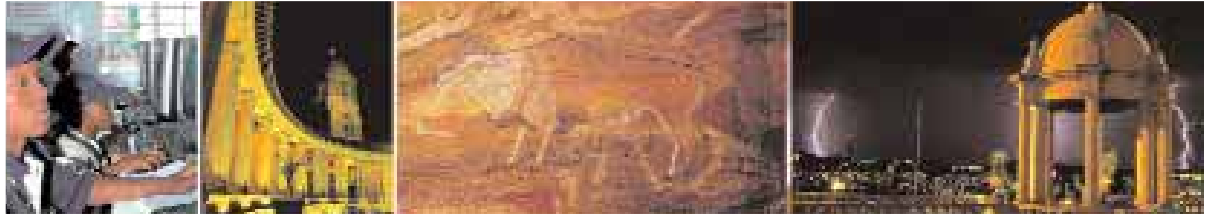
**KEY ISSUES**

In pursuing the elements of this approach, while giving ongoing attention to a range of actions, GCIS will pay special attention to certain critical communication initiatives which should catalyse a general enhancement of the communication system and its operation.

**1. Providing leadership to government communication and better communication performance by the State**

***Special attention to:***

- Strengthening and integrating the government communication system. This will take the form of heads of communication (HoCs) being part of the pool of project leaders, taking greater responsibility for transversal campaigns.
- Maintaining a clearly understood cycle beginning with end-of-year evaluations, development of the Government Communication Strategy and Communication Programme, and finalisation of departmental and cluster plans/strategies.
- Improving across government the system of monitoring, and responsive and proactive communication around public discourse, along with partnership of GCIS with others in and outside government in building a value system for social cohesion in a caring society.



***Ongoing attention to:***

- Better integration across government in communication, budgeting for communication, and in understanding policies and the Programme of Action
- Developing capacity of provincial and local government communication
- More effective internal communication in government, including communication to enhance understanding of policies
- More effective tools of interaction with the public, improving the quality of our products, enhancing existing platforms and introducing new ones and improving relations with the media
- Ensuring that the Imbizo approach of interactive governance takes root throughout government
- Better assessment of the impact of our communication, including peer assessment by communicators and the public
- Sustaining the GCIS Peer Review Process to ensure that in the medium term a uniform standard of excellence is achieved among HoCs
- An active GCIS role in advising communication components on their development requirements and in ensuring that government communication capacity matches the needs
- Encouraging communicators to acquire the Professional Certificate in Government Communication and Marketing
- GCIS assistance in content development, branding and quality control over critical information products, including government websites
- Working with the IMC, GCIS must continue to play a greater role in co-ordinating government's efforts and enhancing the communication capacity of critical South African missions and including them in the government communication system
- Recognising excellence in government communication through the Government Communicators' Awards
- Ensuring wider use of BuaNews.

**2. Building a framework of communication partnerships**

***Special attention to:***

- Working towards an active partnership among the country's communicators.

***Ongoing attention to:***

- Better interaction with communication practitioners in parastatals and the private sector, and a new mind-set and paradigm in government to relate to sectoral partners in both policy and communication processes
- Articulating and communicating a shared and unifying vision for the decade to 2014, informed by the new five-year mandate of government and with a common understanding of challenges and achievements
- Consolidating partnerships in MPCCs, publications, the MDDA, IMC, training of communicators, and other projects



- Ensuring that all government communicators, across departments and spheres, work in partnership informed by the common vision
- Helping transform the media and advertising industry and through the MDDA helping to establish and sustain community and small commercial media
- Developing closer relations with agenda-setters
- Building partnership with the media, in particular key partners like the public broadcaster; implementing recommendations of the Cabinet/South African National Editors' Forum Indaba; and sustaining such interaction
- Encouraging the replication of communication partnerships at provincial and local level.

**3. Promoting awareness of the opportunities that democracy has brought and how to access them**

***Special attention to:***

- A sustained government-wide campaign on opportunities that have emerged with democracy (across all clusters, not just economic), building on the campaign on economic opportunities.

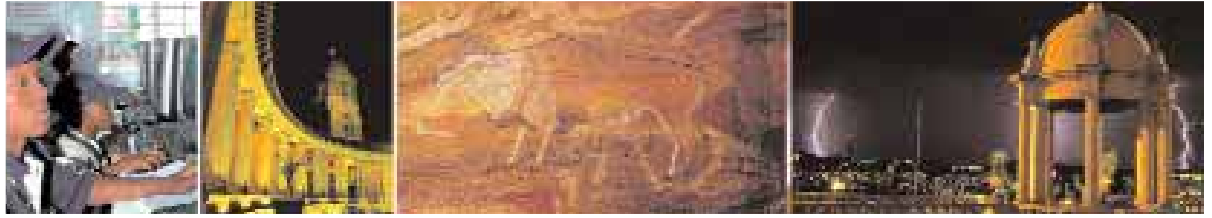
***Ongoing attention to:***

- Ensuring awareness among intended beneficiaries of the opportunities for socio-economic development that government programmes offer and how to access them
- Effective assessment of the reach of our communication and the quality of products, including attention to accessibility and language
- Strengthening unmediated communication including through radio, imbizo, development communication and *Vukuzenzele*
- Integrated communication through community development workers (CDWs), MPCCs and the Internet
- Better research into public information needs
- Combining communication in support of second economy interventions with communication to promote the job-creating growth of the First Economy
- Enhancing relations between GCIS and the Policy Co-ordination and Advisory Services (PCAS) unit in The Presidency to achieve better understanding of the implementation and impact of government's Programme of Action, and of information and communication needs, so that GCIS is better able to communicate government's implementation of its mandate.

**4. Promoting awareness of the institutions and programmes of continental and regional integration and development**

***Special attention to:***

- Sustained profiling of the benefits of African development to South Africa and the rest of the continent.



***Ongoing attention to:***

- Promoting better working relations between government communication structures and the New Partnership for Africa's Development (Nepad) Secretariat
- Mobilising society to become active participants
- Promoting popular/stakeholder participation in continental/regional institutions
- Popularising the vision of a shared destiny for the country, region and continent and linking national interest to mutual development.

**5. A more effective, efficient and well-informed GCIS**

***Special attention to:***

- Improving application of research in the work of GCIS and government communication as a whole, and continued institutionalisation of project management in GCIS, both in service delivery and in the development of the organisation, through the Enterprise Project Management Initiative which must help ensure continuous alignment of GCIS to the needs of the people.

***Ongoing attention to:***

- Various forms of research to identify public communication needs, and the impact of government communication on the public and within the media
- Ensuring the adoption of standard methodologies across government, and improving integration of the research agenda
- Developing a set of core competencies which its communicators must possess
- Better and fuller use by GCIS of ICT, both in the management of the organisation and in communication
- Using all measures, including development plans and clear target-setting, to enhance staff performance and the attainment of excellence
- Greater integration of work by the different components
- Instilling in GCIS the culture of learning from our experiences.

**6. Key campaigns for 2006/07**

**THEME ONE: Governance and Administration**

(Batho Pele – effective and speedy delivery of services)

*Focus issues:*

- Batho Pele revitalisation
- Access to services – Batho Pele Gateway (portal and call centre) and CDWs
- MPPCs
- Fighting corruption
- Building capacity and public participation for implementation.



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

(Africa's renewal and a better world)

*Focus issues:*

- Nepad/African Union/Southern African Development Community
- International Marketing Campaign
- Focused communication support to international conferences
- African Peer Review Mechanism
- World Trade Organisation and other negotiations.

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

(A growing economy that benefits all)

*Focus issues:*

- Accelerated and Shared Growth Initiative for South Africa
- Mass campaign on economic opportunities
- Broad-Based Black Economic Empowerment
- Taxi recapitalisation.

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

(Safety and security for all)

*Focus issues:*

- Civic education regarding the Criminal Justice System (CJS)
- Modernisation of the CJS
- Release of the South African Police Service's Annual Report
- Implementation of Truth and Reconciliation Commission recommendations
- 16 Days of Activism – No Violence Against Women and Children.

## **THEME FIVE: Social Sector**

(Speeding up access to social services)

*Focus issues:*

- Comprehensive Social Security Programme
- Land Reform and Food Security Programme
- Human Settlement Programme
- Youth Development Programme
- HIV and AIDS
- Integrated Sustainable Rural Development Programme and Urban Renewal Programme
- Identity and social cohesion.

## **THEME SIX: Transversal campaigns**

- Imbizo
- Implementation of the Comprehensive Plan on Prevention, Treatment and Care of HIV and AIDS





- Anniversaries in 2006
- Building communication partnerships for the 2010 Soccer World Cup
- State of the Nation Address.

**THEME SEVEN: GCIS projects**

- *Vuk'uzenzele*
- Transformation of the marketing, communication and advertising industry.



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Projects and initiatives, such as the multi-purpose community centres and izimbizo, and publications such as *Vuk'uzenzele*, the *South Africa Yearbook* and *Pocket Guide to South Africa* have helped to broaden access to government information and messages for millions, encouraging them to participate in a national effort for faster progress towards a

**better life for all”**