



Government Communication and Information System

ANNUAL PERFORMANCE PLAN

MEDIUM-TERM PERIOD 2023/24 -2025/26

Empowering South Africans through communication excellence



**government
communications**

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA



Empowering South Africans
through communication
excellence.



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EXECUTIVE STATEMENT BY THE MINISTER IN THE PRESIDENCY

The 2023/24 financial year marks the last year of the Sixth Administration. From a government communication perspective, this year will be driven by government reporting back on work done since 2019/20.

The performance environment of the Sixth Administration was characterised by two years of the Coronavirus Disease 2019 (COVID-19) pandemic that shutdown the global economy and impacted the ability of governments to provide services.

The South African Government adopted the Economic Reconstruction and Recovery Plan (ERRP), which mobilised partnerships with business, labour and civil society to rebuild back better and stronger post the COVID-19 pandemic. The Annual Performance Plan (APP) will therefore include targets to report back on government's programme to rebuild better and stronger.

Efforts to rebuild the country from the impact of the COVID-19 pandemic are being constrained by the impact of the war in Ukraine, which is again negatively affecting the global economy.

The 2023/24 financial year also marks 29 years since South Africa attained its democracy and this serves as a preparatory year for the

country's celebrations of 30 Years of Freedom and Democracy. Therefore the period under review will equally include reporting back on 29 Years of Freedom and Democracy and the project to celebrate 30 years of Freedom and Democracy.

Annual Performance Plan

Democracy has brought tangible hope and massive change to the social fabric of South Africa, yet much work remains to be done. However, remnants of our divided past continuously attempt to influence our shared future. In the 2023/24 financial year, we will redouble our efforts to ensure social cohesion and nation-building focusing on a strong sense that South Africa truly belongs to all who live in it.

The COVID-19 period showed that partnerships are key to building a better tomorrow. Therefore, we will harness the power of partnerships to ensure that the issues that concern South Africans the most are communicated and addressed.

In the coming period, the GCIS will strengthen the coordination of government communication to report the progress with the implementation of Medium Term Strategic Framework (MTSF), the ERRP, and the Five-Point Energy Action Plan, amongst others.

The GCIS will also focus on strengthening government-community interaction by coordinating and driving the community outreach programme, commonly known as the Imbizo programme. The improved government-community interaction will enhance the ability of government to communicate directly with the people through unmediated channels. This will also help with bridging the social distance between communities and government leaders.

As part of strengthening the government-community interaction, the GCIS will also improve its use and collaboration with community media. This will extend beyond content (news) sharing but include procurement of slots for specific government messages and campaigns. The responsibility of the GCIS is to provide government information that reaches the people in an accessible and empowering manner, and touches and changes lives. This is in line with the new vision of the GCIS: “Empowering South Africans through communication excellence”.

Furthermore and to advance the new vision, the GCIS will also coordinate major government campaigns aimed at driving social cohesion in partnership with civil society, businesses and other key roleplayers. A strong sense of belonging requires participation and communication plays a central role in fostering a spirit of participation.

The GCIS intends to nurture and expand on the partnerships that were fostered with civil-society organisations, business, the media, academia, sister government departments and entities. We will drive campaigns of national interest through national communication partnerships that are key to harnessing the respective strengths of all stakeholders.

Technology is providing new opportunities and challenges to reach citizens. By embracing technology, the GCIS can deliver more effective communications and campaigns to the citizens with one message using multiple voices.

The GCIS will continue to assess its operations and amend its practices to best respond to various opportunities and challenges. This will go hand in hand with targeted research to ensure that communication remains relevant, accurate and meets the information needs of South Africans.

Our traditional platforms such as *Vuk’uzenzele* newspaper, *SAnews*, *My District Today* newsletter, and the *Public Sector Manager (PSM)* magazine remain vital in our drive to empower and change lives. We will continue to boost our radio offering which reaches communities in far-flung regions, which are often not covered by the mainstream media.

However, most of all we are determined to ensure that South Africans remain at the heart of our work. The GCIS’s work will focus on the needs of South Africans, as such our communication is driven by service delivery. The objective is to ensure that service delivery Leaves No One Behind.



Ms Khumbudzo Ntshavheni, MP
Minister in The Presidency

Date: 2 May 2023



INTRODUCTION BY THE ACTING ACCOUNTING OFFICER

We are entering a new era of government communication that is more prescriptive to ensure that the information needs of citizens are met. The government communication system is geared towards ensuring that South Africans receive information in a timely manner, to empower their engagement on important issues that affect their lives as well as the development of communities.

This communication thrust will enable people from across the country to be actively involved in the implementation of government programmes and ensure we leave no one behind, as attainment of Vision 2030 of the National Development Plan (NDP) becomes a lived reality.

Communication is vital to the task that lays before our nation of improving the lives of its citizens. Through widespread and sustained communication, citizens can be empowered to take control of their own lives and destiny.

Inspired by this new era, we have set a GCIS vision, which is to empower South Africans through communication excellence. This new era of communication has reinvigorated our work at the department and is reflected in the APP (2023/24–2025/26).

The APP puts forward bold measures for the GCIS to be more deliberate in the provision of information and to grow its reputation as the primary port of

call for information on government services and programmes. The year ahead aims to harness all the department's resources and capabilities to ensure citizens have access to timely information and are adequately informed about the policies and programmes of government.

This gives effect to our constitutional mandate to inform the public of the work and programmes of government. The Constitution of the Republic of South Africa of 1996 requires that citizens be provided with information that is accurate, timely and accessible in order to empower and improve their lives.

The engine of the government communication system is fuelled by an evidence-based approach to ensure a targeted response to citizens' information needs. A wider reach is being achieved by reaching South Africans through the medium they access and language they understand. In doing so we will take government's messages everywhere through various communication products and platforms, and in all official languages, to ensure well-informed citizens who are better equipped to use information from government to improve their lives.

In the period ahead, we will continue to capacitate the government communication system to serve the information needs of citizens to navigate the economic pressures and social challenges we face.

We will also continue to support government's work in rebuilding our economy. The GCIS will keep citizens updated on energy-generation initiatives to overcome our nation's energy crisis. There will be a targeted amplification of the ERRP, gender-based violence and femicide (GBVF) campaign and anti-corruption campaign. In addition our partnerships with the media houses and civil society will be strengthened, and this was the key critical success factor of communication during the COVID-19 pandemic.

Our tried and tested platforms such as the *Vuk'uzenzele* newspaper, *SANews*, *My District Today* newsletter, *PSM* magazine and radio services will boost government efforts to reach the public. Equally, the social media platforms managed by the GCIS will be regularly updated to ensure they are more effective in conveying government content.

We have over the past year undertaken a review of the organisational structure to ensure the department is agile, streamlined and capacitated to drive the commitments detailed in this APP. The reviewed organisational structure will be effective from 1 April 2023.

Our Recruitment Plan has also been synchronised to the outcomes of the organisational structure review and the operations of the organisation. We are also conducting an Information Systems Review Project to ensure the department remains at the cutting edge of communication technology.

The success of the GCIS is hugely dependant on the commitment and morale of its staff. The department will continue to prioritise training, particularly in line with the Fourth Industrial Revolution (4IR). We are proud that the department has since March 2020 recorded a vacancy rate below 10% as prescribed by the Department of Public Service and Administration

(DPSA). We are cognisant that our APP objectives need to be achieved in an environment of reduced spending allocations across government. The GCIS is therefore committed to using innovative communication approaches, targeted actions and partnerships to reach our objectives.

The bulk of our budget focuses on our core functions. Content Processing and Dissemination, and Intergovernmental Coordination and Stakeholder Management, receive 75% of allocations, with 25% to Administration. The GCIS will bolster strong communication partnerships across government, business, civil society and the media through national communication partnerships to drive campaigns of national interest.

There will also be emphasis around coordination of communication clusters under the pillars driving the updated National Communication Strategy Framework (NCSF) towards direct public engagements to educate, inform and include the citizenry in government programmes. The GCIS will support the implementation of the District Development Model (DDM), which provides a vehicle to communicate on how service-delivery challenges are being addressed.

This will be defined by extensive stakeholder collaborations on key campaigns that will give preference to vulnerable groups, localised formations such as traditional leadership structures and community media.

Guided by the targets set out in this APP we are confident that the government-wide communication system will serve citizens with relevant information to empower them to participate fully in our economy and democracy so that together we can create a better South Africa.



Mr Michael Currin
Acting Accounting Officer: GCIS

Date: 2 May 2023

OFFICIAL SIGN-OFF

It is hereby certified that this APP was developed by the management of the GCIS under the guidance of the Minister in The Presidency, Ms Khumbudzo Ntshavheni, MP. It takes into account all the relevant policies, legislation and other mandates for which the GCIS is responsible.

It accurately reflects the impact, outcomes and outputs that the GCIS will endeavour to achieve over the next three years.

Ms Nomonde Mnukwa

DDG: Corporate Services

Signature: _____



Ms Nomkhosi Peter

Chief Director: Strategic Planning, Risk Management,
Performance Monitoring and Reporting (SPRMPMR)

Signature: _____



Ms Regomoditswe Mavimbela

DDG: Content Processing and Dissemination

Signature: _____



Mr Michael Currin

Acting Director-General (ADG) and Accounting
Officer

Signature: _____



Approved by:

Ms Tasneem Carrim

Acting DDG: Intergovernmental Coordination and
Stakeholder Management

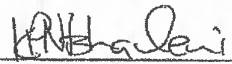
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Ms Khumbudzo Ntshavheni, MP

Minister in The Presidency

Signature: _____

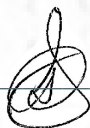


Date: 2 May 2023

Ms Gcobisa Soci

Chief Financial Officer (CFO)

Signature: _____





PART A: **MANDATE**



**government
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Department:
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REPUBLIC OF SOUTH AFRICA

1. CONSTITUTIONAL MANDATE

There are no updates to the constitutional and legislative mandates presented in the 2020-2025 Strategic Plan. The mandate of the GCIS is derived from Section 195(g) of the Constitution of the Republic of South Africa of 1996, which stipulates that South Africans should be provided with information that is timely, accurate and accessible. This supports the principles of freedom of expression, transparency and openness of government.

This provision of the Constitution enjoins the GCIS to ensure that the people of South Africa are informed and have access to government programmes and policies that benefit them. Thus government communication must be expanded to enable the public to participate in the country's transformation and in bettering their own lives.

In executing its primary responsibility, the work of the GCIS strengthens democracy and contributes to the prosperity of the country by mobilising and enabling citizens' participation. Responsive and continuous communication of government's programmes and service-delivery information fosters transparency and openness of government.

In the execution of its functions and in line with its founding legislation, the GCIS complies with the Constitution of the Republic of South Africa of 1996, with specific reference to the following sections, (41): Cooperative governance values; (195): Basic values and principles governing public administration; and (231): International agreements.

2. LEGISLATIVE AND POLICY MANDATE

2.1. Legislative mandate

The following legislation is relevant to the operations and enables further implementation of the GCIS mandate:

- **Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), as amended**

Section 27(4) of the PFMA of 1999 provides the basis for the development of measurable objectives which must be included in national and provincial institutions' annual budgets. Sections 40(3) and 55(2) of the Act provide the basis for reporting performance against predetermined objectives in institutions' annual reports.

- **Media Development and Diversity Agency (MDDA) Act, 2002 (Act 14 of 2002)**

To establish the MDDA with the objective to promote development and diversity in the South African media consistent with the right to freedom of expression, in particular – (a) *freedom of the press and other media; and (b) freedom to receive and impart information or ideas, and for that purpose to*, amongst others: encourage ownership and control of, and access to, by historically disadvantaged communities; and encourage the channelling of resources to the community media and small commercial media sectors.

- **Brand South Africa (SA) Trust Deed**

To develop and implement proactive and coordinated marketing, communication and reputation management strategies for South Africa. The ultimate aim is to make a contribution towards economic growth, job creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of Brand SA.

- **Electronic Communications Act, 2005 (Act 36 of 2005)**

To promote convergence in the broadcasting, broadcasting signal distribution and telecommunications sectors, and to provide the legal framework for convergence of these sectors; to make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting services; to provide for the granting of new licences and new social obligations; to provide for the control of the radio frequency spectrum; to provide for the continued existence of the Universal Service Agency and the Universal Service Fund; and to provide for matters incidental thereto.

- **Use of Official Languages Act (UOLA), 2012 (Act 12 of 2012)**

The UOLA of 2012 strives to give effect to the constitutional obligation of multilingualism. The legislation requires that every national department, national public entity and national public enterprise must adopt a language policy and establish a language unit.

2.2. Policy mandates

2.2.1. The GCIS's strategy is underpinned by the revised 2019-2024 NCSF, approved by Cabinet on 17 October 2022. Working with other government departments, the GCIS will drive the implementation of the NCSF across the communication system over the Medium Term Expenditure Framework (MTEF) period.

2.2.2. The Government Communication Policy, approved by Cabinet on 22 August 2018.

2.2.3. The Revised 2019-2024 MTSF.

PART B:

OUR STRATEGIC FOCUS



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REPUBLIC OF SOUTH AFRICA

3. VISION

Empowering South Africans through communication excellence.

4. MISSION

To deliver effective strategic government communication; set and influence adherence to standards and coherence of message and proactively communicate with the public about government policies, plans, programmes and achievements.

5. ORGANISATIONAL VALUES

Value	Meaning and behaviour associated with the value
Professionalism	<ul style="list-style-type: none">• The organisation strives to operate at the highest level of professionalism in all business dealings at all times.• Professionalism is embodied in friendly, polite and business-like behaviour. It drives a person's appearance, demeanour and professional interactions, providing others with a positive first impression.• Officials should demonstrate professionalism by being courteous, honest and behaving responsibly when dealing with clients and representing the organisation.• Officials should demonstrate a level of excellence that goes beyond the department's normal work and official requirements.
Diversity	<ul style="list-style-type: none">• The department contributes to democracy and equality by promoting a safe, positive and nurturing environment for everyone.• Officials should recognise and respect that each person is different. This difference can refer to race, ethnicity, gender, gender preference, age, religious beliefs, socio-economic status or other ideologies.• Officials should strive to understand and embrace each other's points of view, beyond simple tolerance, thus giving everyone the opportunity to express themselves. This attitude should extend to the public.

Openness and transparency	<ul style="list-style-type: none">• The organisation should always be open with its communications, disclose all relevant information and be accountable for its actions.• Transparency demands that the department and its officials are straightforward and honest in their dealings at all times.• Officials should provide colleagues and clients with access to accurate, relevant and timely information.• The department recognises that transparency and accountability are essential for good governance.
Innovation	<ul style="list-style-type: none">• The department strives to be receptive to new ideas and adopt a flexible approach to problem-solving. Officials are encouraged to think beyond the norm.• Officials are encouraged to help each other address issues that cannot be addressed by a person working in isolation.
Honesty and integrity	<ul style="list-style-type: none">• Officials should exercise honesty in all their business dealings and strive to protect the department's integrity at all times.• Officials should commit to the actions they have undertaken on behalf of their clients.• The department strives for equity, fairness and good ethics in its decision-making and expects its officials to do the same with regard to one another.• The department honours its commitments to build a foundation for trust.

6. UPDATED SITUATIONAL ANALYSIS

6.1 External Environment

A variety of factors have affected the work of the GCIS both nationally and internationally. These factors are not unique to GCIS but have bearing across all of government and more importantly on the distribution of resources and the health status of the national fiscus. Communication and the reception of government messaging is directly impacted by issues in the environment. Using a standard PESTEL (political, economic, social, technological, environmental and legal) tool the following factors have been identified:

Political

- Political factions and fragmentation. With 2024 being a year of national elections, and based on the Local Government Elections (LGE) of 2021, there is a growing narrowing of the presence of a clear majority and coalition governments are becoming more prominent. Coalition governments by their nature carry inherent risks that could potentially impact decision-making and by inference service delivery.
- Geopolitical risks: The war between Russia and Ukraine has had far-reaching consequences on issues such as food security and the cost of fuel. These in turn have been passed on to ordinary South Africans through higher costs in staples and commodities that are dependent on global value chains.
- Regional instability.
- Increased corruption.
- Increasing trust deficit in government and declines in positive perceptions of government's control and ability to deliver on electoral promises.

Political factors weigh on the impact of success of the ambitions of Outcome 7 of the revised MTSF, which is: "A better Africa and a better world". South Africa, however, remains credible as a mediator of conflict and President Cyril Ramaphosa was highly successful in his tenure as Chairperson on the African Union (AU) in 2021 despite the limitations imposed by COVID.

Economic

- Inflation and fuel prices: In a space of 12 months, the fuel price increased by more than 40% and breached the R26/litre mark.
- Energy Security: Load-shedding and rolling power cuts have become the new norm in South Africa. Load-shedding has been impactful on business confidence, investor sentiment as well as the sustainability of small businesses. It was estimated that in 2020 load-shedding would cost South Africa's economy R500 million per stage per day.
- Low labour absorption and skills mismatch: According to the Quarterly Labour Force Survey, South Africa's unemployment rate had increased to above 36,9% in Quarter 2 of 2022 (Statistics South Africa, August 2022). This figure is closer to 45% for the youth.
- Business confidence declines in business confidence impact on investment decisions. Several risks, including the Ukraine and Russia conflict and other global impacts, have induced negative aggregate supply shocks that have curtailed production and increased costs.
- The current budget distribution of the GCIS is unsustainable and not effective in delivery against the mandate of the organisation. About 39% of the total budget is for Compensation of Employees (CoE); 31% for Brand SA; 9% for Office Accommodation, 5% for MDDA and 3.8% for *Vuk'uzenzele* newspaper printing and distribution. This means that only R84 484 million is for the rest of operations for 2022/23; R84 528 million and R88 911 for 2023/24 and 2024/25 respectively - amounts are not ideal for effective

implementation of communication imperative for all of government.

Social

- Persistent poverty and inequality (according to the World Bank study of 2022, South Africa is the most unequal society in the world).
- Increased social unrest and protest action attributed to poor service delivery, high unemployment and growing dissatisfaction with the overall direction of the country.
- Declining levels of trust (the details of trust in government are provided further below).
- Increased violence and crime rates, especially GBVF.

These social factors impact the overall mood of the country and weigh heavily on the minds and well-being of South African citizens.

Technological

- Digital divide and disruption of services.
- Increased global cybersecurity threats.
- Technological advances in information consumption and the advent of social media.

Environmental

- Damage to ecological infrastructure.
- Climate change and the need for mitigation and adaptation. It is a well-established fact that the impacts of climate change will most adversely affect the global South. South Africa has already experienced this evidenced by the floods in KwaZulu-Natal in 2022.

- Water security: South Africa is a water-scarce country.

Legal

- Lack of a policy on government communication, which is currently under development. Whilst the Government Communication Policy sets the norms and standards for communication, there are no clear ambitions and targets for the sector. The GCIS has no authority to enforce any communications practice regulations being reliant on collegiality and ethical practices by government communicators.
- Growing litigation against government.
- Responding to and implementing the recommendations of various commissions of enquiry.

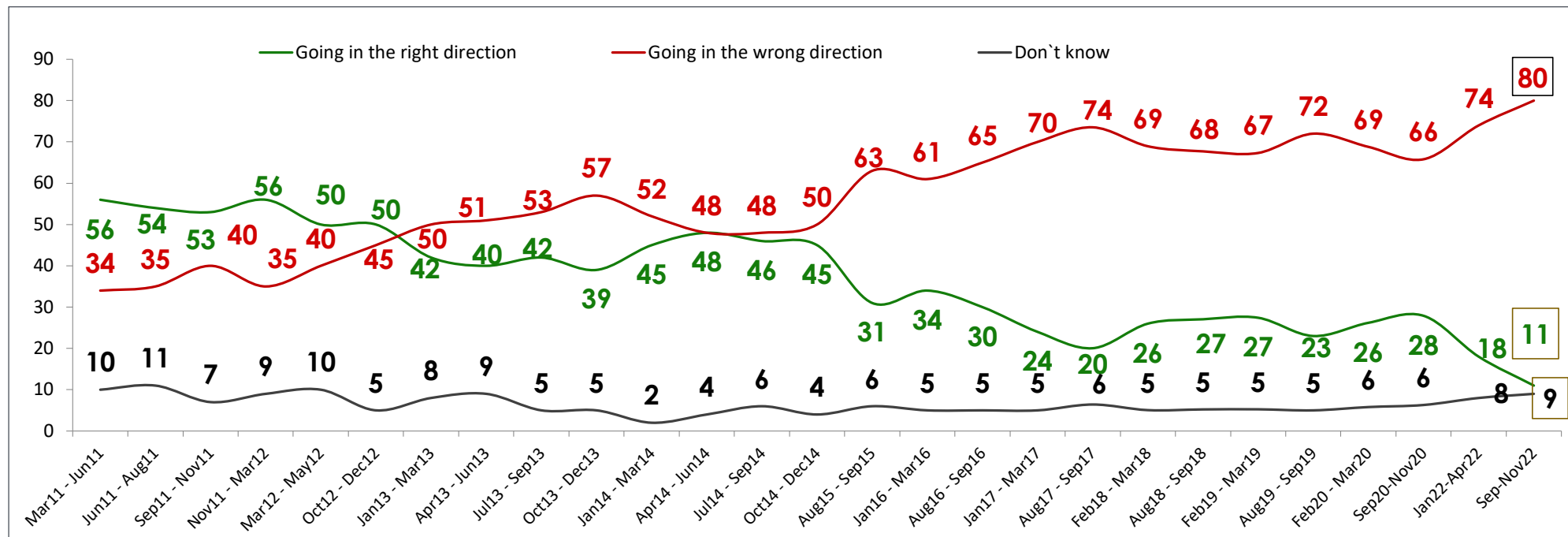
GCIS and Global Research

The GCIS undertook research to understand the public perception on government performance that would then determine key focus areas for communication to inform the citizenry on progress of key government programmes.

The outcomes of such research indicated that the public believes that the government is proceeding towards a wrong direction and is mostly concerned about unemployment, poverty and crime. Further to this, the GCIS undertook a comparison of global perceptions of what worries the world and perception of the world on South Africa. The outcomes are depicted in the graphs below:

PUBLIC OPINION | DIRECTION OF THE COUNTRY

Question: If you think of the direction in which the country is going, would you say that the country is going in the right direction or going in the wrong direction?



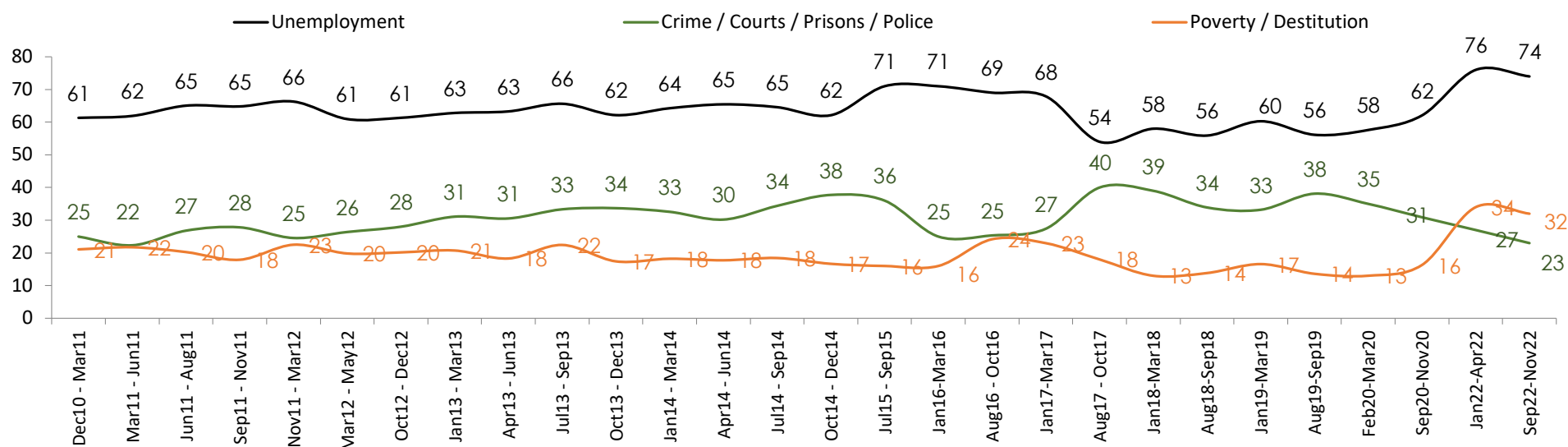
- The mood of the country as measured by the direction in which the country is heading can be influenced by a number of issues relating to government performance and the lived experiences of South Africans.
- The research findings depict the discontentment and weariness that the majority of South Africans are feeling in the manner in which the country is headed.
- A significant shift can be seen from the little bit of optimism that some citizens still felt in the last reporting quarter to now unequivocally negative.

Source: GCIS Tracker Data – Wave 15 (Sep – Nov) | 2022 – sample size 3500 – representative of the South African population

Government Communications (GCIS)

PUBLIC OPINION | CHALLENGES FACING THE COUNTRY

Question: What are the three most important problems facing this country that government should address?



1. Unemployment	74%
2. Poverty	32%
3. Crime	23%
4. Management of the Economy	19%
5. Water	18%

6. Food and basic goods prices	17%
7. Roads	17%
8. Corruption	17%
9. Electricity supply	14%
10. Housing	11%

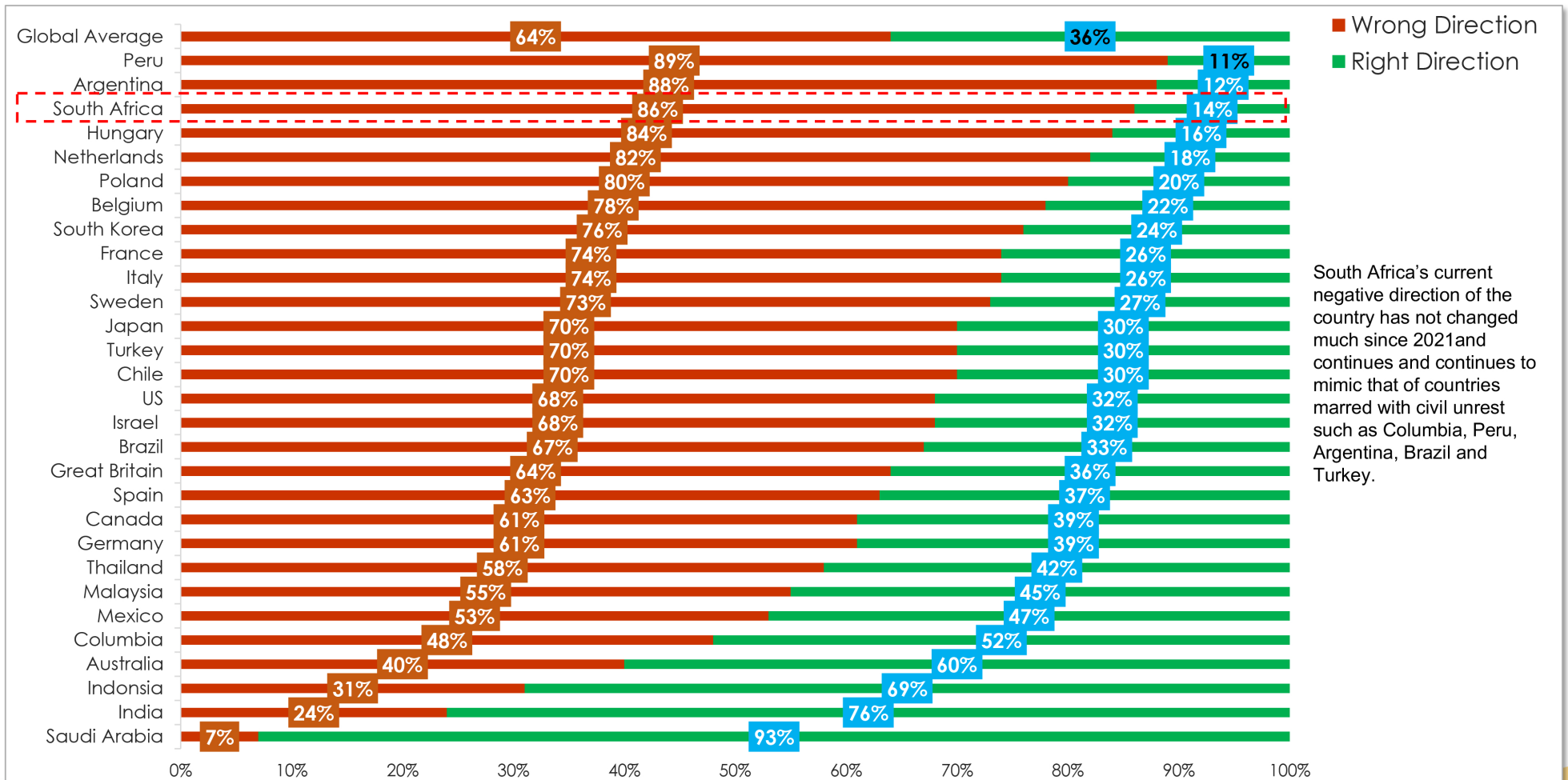
- Although there are a myriad of challenges that the country is currently grappling with, the **top three** issues that citizens find most troubling are **Unemployment (74%)**, **Poverty (32%)** and **Crime (23%)**.

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Source: GCIS Tracker Data – Wave 15 (Sep – Nov) | 2022 – sample size 3500 – representative of the South African population

Government Communications (GCIS)

WHAT WORRIES THE WORLD GLOBAL VIEW



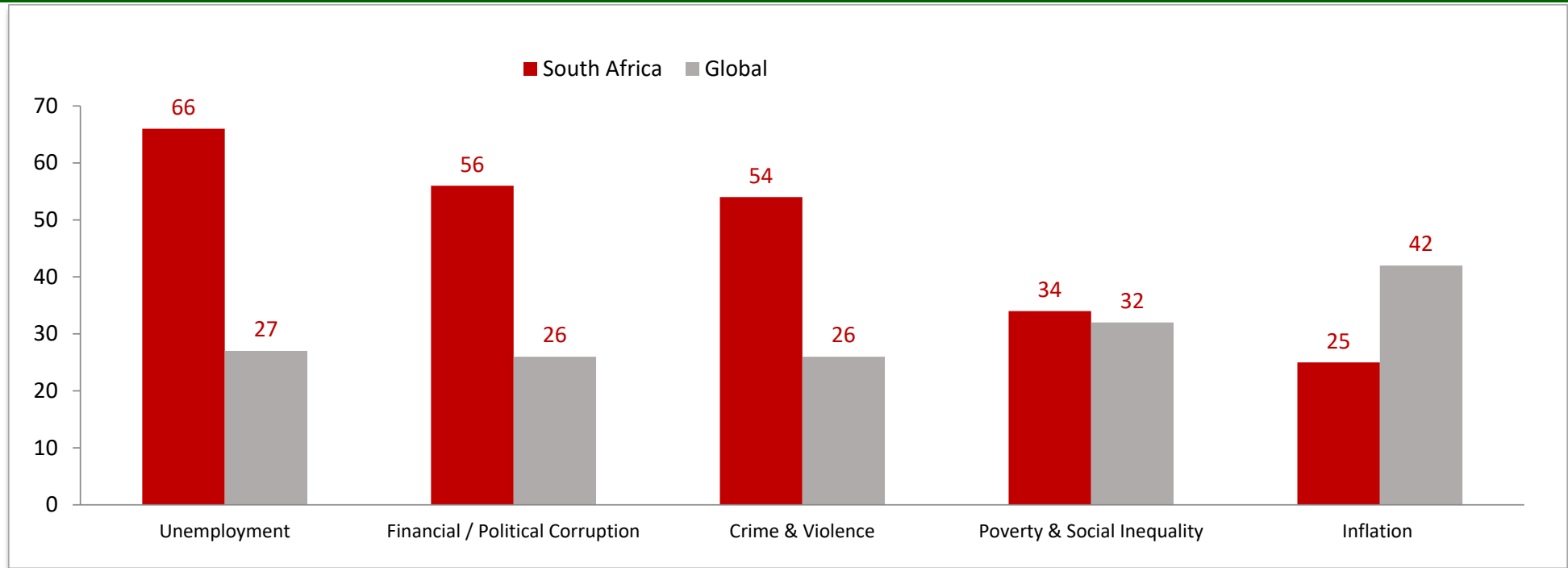
South Africa's current negative direction of the country has not changed much since 2021 and continues to mimic that of countries marred with civil unrest such as Columbia, Peru, Argentina, Brazil and Turkey.

Source: IPSOS Global Summary Report: What worries the world : October 2022 | Global sample 30 506

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Government Communications (GCIS)

REASONS FOR WRONG DIRECTION | WHAT WORRIES THE WORLD



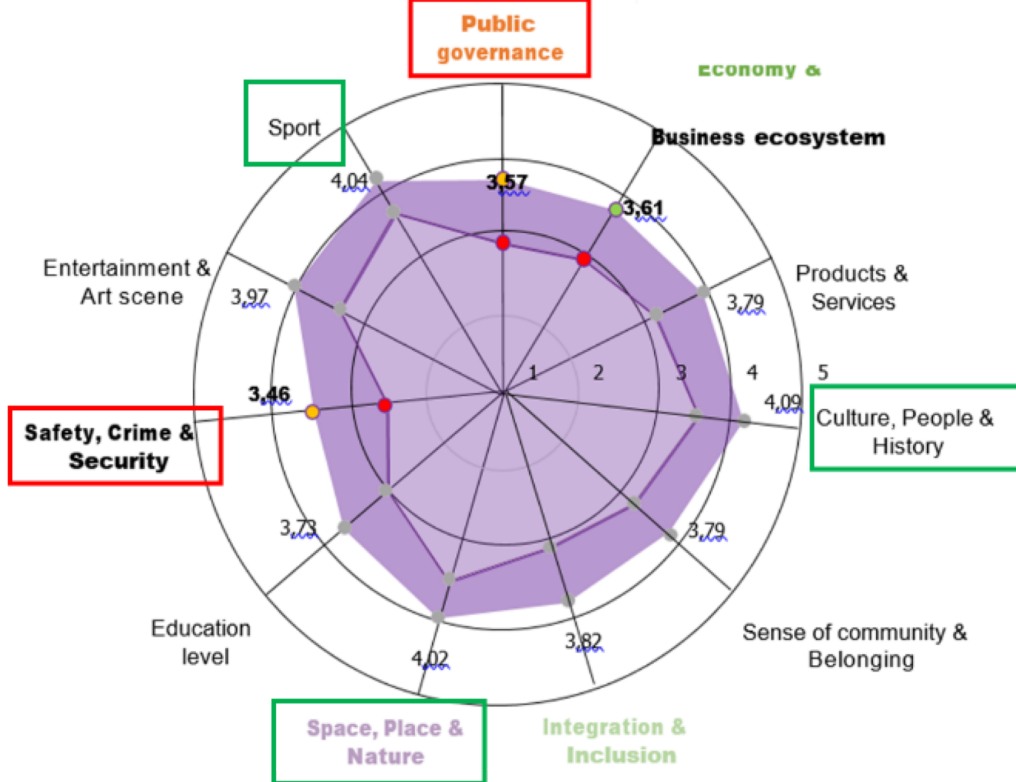
- In a recent Global Summary Report, South Africans main concerns driving direction of the country are Unemployment (**66%**), Financial/political corruption (**56%**), Crime (**54%**), Poverty and Social Inequality (**34%**) as well as Inflation (**34%**).
- These concerns are similar to those raised by other countries in the global online community surveyed. However, the order of importance and levels of concern are not the same.
- In addition, the concerns raised for wrong direction of the country in the Ipsos data are similar to those raised by South Africans in the GCIS Tracker.

GLOBAL OPINION | PERCEPTIONS ON SOUTH AFRICA

Figure: Specific types of perceptions of South Africa among **Familiar and Not-familiar**

■ >4 ■ 4-3,6 ■ 3,6-3 ■ <3

— Not familiar with South Africa — Familiar with South Africa



KEY: Positive sentiments
Negative sentiments



- Brand SA's research on South Africa's global reputation shows the same negativity as the domestic public opinion on two areas: concerns about safety and crime and public governance.

BUT...

- Perceptions of South Africa tend to improve when '**experiencing the country**'. In particular, sports, culture, history and preservation of natural heritage and bio-diversity – These should **not be allowed to degrade!**

AND...

South Africa is also well recognised for our role in international relations and negotiations as well as achievements in health issues such as fighting COVID-19 and Malaria - which presents an **opportunity to further position the country.**

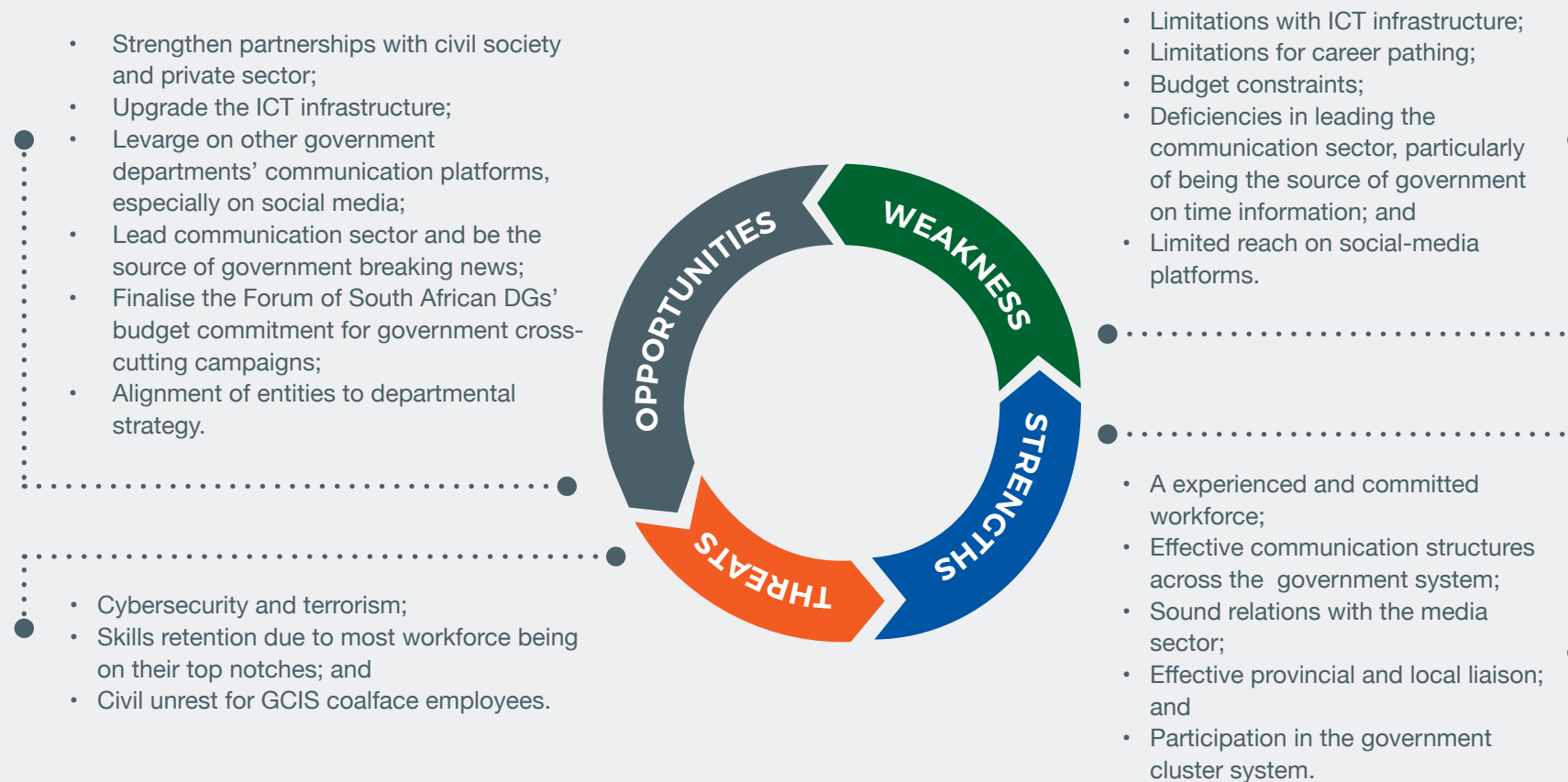


Source: Brand SA Measuring the General Reputation of South Africa and recommendations for the Nation Brand (2022)

Government Communications (GCIS)

6.2 Internal Environment

The internal environment of the department is analysed through the Strength, Weakness, Opportunities and Threats analysis tool as below:



6.3 GCIS performance between 2020 and 2022

In a world of anti-establishment movements, the power of individual and collective expression through social media and the proliferation of misinformation and disinformation, moments of crisis anywhere on the globe provoke the timeless, pre-digital question: “What is government doing?”

Since March 2020, the date marking the start of this overview, questions about what government was doing reverberated around households, factories, office towers, correctional centres, Unemployment Insurance Fund (UIF) and South African Social Security Agency (SASSA) compensation queues and other places and institutions that were in the grip of the COVID-19 pandemic.

This question also echoed around the boardrooms of foreign governments and international corporations with investment interests in South Africa, as well as households where South Africans wishing to return to the country and international visitors with an interest in the country were asking about the country’s health and economic status.

The declaration by President Ramaphosa of a National State of Disaster in March 2020 in view of the deadly spread of COVID-19 around the world and around the country, presented the nation and government with an unprecedented spectrum of challenges. But the situation also catalysed a spectrum of unprecedented, innovative health and socio-economic responses by government in partnership with social partners and the international community.

The phrase “My Fellow South Africans” flowed from President Ramaphosa’s lips into the national discourse and global consciousness as South Africans and audiences and stakeholders elsewhere anticipated government’s response to the pandemic and its

devastating economic impact. “What is government doing?” was a call for clear, consistent, minute-by-minute, day-by-day information that would keep audiences abreast of how the biological pandemic was unfolding and what socio-economic measures were in place to alleviate material hardship. People wanted to know what the infection and death rates were. Around the world, around the country and in their immediate districts.

People wanted to know how COVID-19 could be avoided, contracted and dealt with once infection had occurred. People wanted to know how the curfew imposed by government to curb the spread of the virus worked; when they could be out and about; whether they could exercise; whether public transport could be used; what the penalties were if people transgressed the rules and at which point restrictions could be lifted.

People wanted to know where they could obtain social relief of distress. What could a business do to protect its staff? What could a business do once it closed its doors to protect staff? What could staff do once the business had closed?

What could you do if were not employed to begin with – a plight affecting around 12 million South Africans pre-pandemic?

What could you do and how could you move if you lived in a neighbouring country but was employed in South Africa, or how would imports and exports flow through sea or land ports?

VISIBLE COMMUNICATION FOR AN INVISIBLE THREAT

Answering these questions constituted one of the most intensive, integrated, sustained, detailed and international programmes of communication ever mounted by government and by the coordinating GCIS in the democratic history of the country.

From the inception of the National State of Disaster (which coincided with the start of the term of implementation for the Strategic Plan 2020 to 2025), the GCIS mobilised and concentrated its internal resources and its networked assets across the government-wide communication system around answering the relentless, pressing questions on the national mind.

The development and implementation of the State’s COVID-19 communications strategy was significant. At the heart of the strategy was partnerships that drew in different sectors to advance the advocacy of non-pharmaceutical health prevention measures and vaccination roll-out drive. The collaborative partnership which brought together business, labour and civil society under the auspices of the National Communication Partnership met weekly to plan and execute vaccination communication.

The collaborative communication approach being used has proven effective and continues to be relevant in bolstering our efforts to achieve herd immunity by vaccinating most South Africans. Importantly, the success of this advocacy relies on our overwhelming response to the call to get vaccinated.

The partnership includes youth, labour and business formations, religious formations and traditional leadership. Ward councillors and political leaders across various provinces are the primary communication messengers, particularly at the local level.

In addition to the role played by the DG of the GCIS as Cabinet/Government Spokesperson, senior GCIS officials were deployed to participate in the National Joint Operational and Intelligence Structure's (NATJOINTS) daily deliberations and decision-making on management of the pandemic.

The GCIS's daily Rapid Response forum, which convened communicators from a range of departments and entities and rested on intensive monitoring of news and social media, provided round-the-clock updates to communicators and their principals on events unfolding around the country and the world.

Based on reported developments, the GCIS provided logistical and tactical messaging support to daily national updates by Ministers who formed part of government's day-to-day management of this critical situation. Restrictions on physical meetings induced the shift to the novel platforms of Zoom, Microsoft Teams and other services that enabled remote participation by experts and media representatives in daily and other scheduled briefings.

The Government Communication Excellence Tool (G-CET) is a communications monitoring and evaluation tool which was developed in 2020 and was used to support the management of COVID-19 communications. Communication performance from 32 national departments showed tremendous response to the pandemic.

From a wide range of communication platforms and services over the 24 months, the sampled communication platforms showed almost 130 000 communication outputs – contributing to behaviour change in all corners of South Africa. In terms of public engagement, the GCIS intensified the use of digital platforms, including WhatsApp groups, to maintain connection with communication peers, the media and the general public.

The new public appetite for statistical trends associated with infection, death and recovery gave rise to the development of digital-friendly infographics that made various dimensions of the pandemic digestible to a nation that proved that the country's investment in education – notably literacy – had paid dividends.

The GCIS leveraged a dedicated COVID-19 budget of R60 million in 2020/21 and R50 million in 2021/22 to empower the nation through a behaviour-change-centred communication campaign that empowered individual and organisations to prevent transmission of the virus and to access socio-economic relief measures.

Within a short period of time, mask-wearing, the provision or use of hand sanitisers, hand-washing, elbow hugs and social distancing became characteristics and fundamental behaviours of a nation that is known for debate, dissent and the questioning of authority linked to the successful "Stay home, stay safe" campaign of the GCIS.

Public response to the communication campaign was overwhelming, with 87% of South Africans aware of government communication about COVID-19 vaccination. Awareness levels were high across all segments of the population and in all nine provinces.

Research (GCIS COVID-19, 2022) showed that the most recalled messages about COVID-19 are "stay safe, social distancing and isolation (90%), mask wearing (84%) and hand washing/sanitising (72%)". Other recalled messages by the public related to vaccination. These include messages such as vaccinate to protect yourself, protect your friend, followed by vaccines are safe and vaccines save lives.

Government messaging informed by research played a key role in building trust, as it was honest, concise and continuously updated as new information became available. Messaging focused on providing accurate, useful and up-to-date information frequently. The President and government (75% respectively) were amongst the top five most trusted sources of information about COVID-19.

In this area, the GCIS partnered with departments in the Economic Sectors, Investment, Employment and Infrastructure Development Cluster, Solidarity Fund, SASSA, UIF and other institutions to develop content that would direct people to the relief interventions.

The prospect of vaccines becoming available in the country early was an injection not just of pharmaceutical significance but also of hope and relief to a fearful nation.

However, in line with global trends, this development also spawned questions about which vaccine South Africa would secure and roll out; what the side-effects could be; what the side-effects were, as personal anecdotes emerged, along with conspiracy theories and mis- and disinformation that accompanies all human activity and achievement.

Once more, the GCIS mobilised communication peers, public health scientists, pharmaceutical experts and other role-players in support of the leadership provided by the Inter-Ministerial Committee on Vaccines chaired by then Deputy President David Mabuza. The GCIS played a critical role in the upscaling of the Vooma Vaccination campaign to reach remote communities as well as citizens in high-density urban centres where the rapid spread of the pandemic needed to be decelerated.

All this activity was derived from the vigorous and politically and morally incontestable leadership role of President Ramaphosa as the AU COVID-19 Champion and as a global voice on how vaccine inequity around the world was a manifestation of the inequitable distribution of other resources. In the early part of the vaccination campaign, the President conducted his advocacy on digital platforms as the international community – including the AU – shielded itself from face-to-face interactions.

The GCIS provided the technological services that supported the President's participation in numerous continental and other multilateral forums convened by the AU, the World Health Organisation (WHO), the United Nations and other institutions. Optically, the GCIS's professional management of these engagements was a significant contribution to the President's and the country's image around the world, and to the impact of the President's global call to action.

PRIORITIES WITHIN PRIORITIES

At present, the GCIS has an anchoring role to play in the roll-out of a long-term national anti-corruption communication and partnership campaign that will build on the President's submission to Parliament of an implementation plan that will respond to the findings and recommendations of the Judicial Commission of Inquiry into Allegations of State Capture, Fraud and Corruption in the Public Sector Including Organs of State.

The GCIS's role in the COVID-19 national and international communication space unfolded alongside the communication system's focus on the ERRP as well as the intensive attention paid by government and social partners to the social pandemic of GBVF. Both these national priorities

were aggravated by COVID-19. In the case of GBVF, this scourge was worsened by the longstanding economic disadvantages experienced by women as well as psychosocial challenges aggravated by the public health crisis.

The GCIS leveraged social media, the government news agency, www.SAnews.gov.za, the economic opportunities-focused *Vuk'uzenzele* newspaper and the sharing of content with community-based print and broadcast platforms to direct citizens to government initiatives directed at promoting an entrepreneurial economy and personal self-sufficiency.

Vuk'uzenzele is a free government newspaper published fortnightly that is committed to making a difference in the lives of South Africans as it carries news and advice on socio-economic opportunities created by government, and how to access these opportunities. Owing to budget cuts across government departments, *Vuk'uzenzele*'s print run has been cut to only 850 000 monthly copies. The primary target audience of *Vuk'uzenzele* is adult Rooted Realists, approximately 27.8 million of the South African population.

This is because this segment of the population has the most limited access to information as a result of being in rural areas characterised by poor networks and connectivity, low education levels, high unemployment and low annual household income. The secondary target audience, adult City Seekers make up about 14.4 million of the population. City Seekers are also mostly unemployed and despite the day-to-day challenges they continue looking for job opportunities because they see this as the answer to a better future. Therefore, *Vuk'uzenzele* newspaper aspires to meet the needs of Rooted Realists mainly and to a lesser extent, those of City Seekers.

Research (GCIS Tracker January-April 2022) indicates that from the monthly 850 000 copies on average 552 500 copies are distributed to Rooted Realists, which is 65% of the print run. This translates to only 2% (552 500/27.8 mil) of the Rooted Realists. However, research shows that with the 850 000 copies *Vuk'uzenzele* has the potential of reaching about 2 337 500 people in a given month. The increased possible reach is mainly achieved through sharing of the newspaper as reported in the GCIS Tracker January-April 2022.

The GCIS Tracker (January-April 2022) and qualitative findings (January 2022) highlight that it is Rooted Realists and City Seekers who are most aware of *Vuk'uzenzele* newspaper. Findings also show that most people find the content in the newspaper useful (93%) and personally helpful with information on government programmes, starting a business, finding a job and how to apply for a job. This suggests that the content is relevant, resonates with the readers and responds to their information needs.

This is further supported by the fact that about seven in 10 (73%) people who have recently read *Vuk'uzenzele* stated that they read it front to back. With the *Vuk'uzenzele* newspaper, the GCIS continues to respond to the needs of citizens because even in the wake of growing digitisation, a hardcopy version remains preferred and appropriate for the intended target audiences. This work included facilitating media access to industrial facilities, infrastructure development sites and other proof points of the President's R1.2 trillion investment drive and government investment in projects designed to stimulate employment and inclusive growth.

In the midst of the COVID-19 pandemic in the 2021/22 financial year, there was a solid willingness from many social partners and stakeholders across the country

to ensure that channels of direct communication with communities remained opened and available.

For an example, between March 2020 to April 2022 about 2 735 community and stakeholder engagements were held with community-based organisations (CBOs), traditional authorities and business formations to reinforce communication on the continued application of non-pharmaceutical measures and behavioural changes required to combat the spread of COVID-19 as well as the importance of vaccination. The highlights are as follows:

- The GCIS Eastern Cape Provincial Office, in partnership, with the Deaf Federation of South Africa and Rise N Shine magazine for people living with disabilities, conducted a door to door and awareness activation on COVID-19 targeting the disability sector. There were also household visits made at Ducats and Mooiplaas informal settlements to distribute sanitisers, masks and gloves to homes of persons with disabilities (PWDs).
- Mass screening and testing at Danville in Mahikeng led by former North West Premier Job Mokgoro, North West MEC for Health, Mr Madoda Sambatha and Mahikeng Local Municipality Mayor Betty Diakanyo. The activation further sought to encourage community members to adhere to lockdown regulations.
- The GCIS KwaZulu-Natal Provincial Office and the District Mayor TS Mkhombo together with Big 5 Hlabisa and OSS visited Hlabisa to enforce lockdown regulations and conducted screening and testing. Red Cross partnered on the days' programme. The programme continued further to Mtubatuba and ended up in Makhasa under Big 5 Hlabisa.

- The GCIS Gauteng Provincial Office profiled the volunteers from Outsurance and the Church of Scientology sanitising people at the Vanderbijlpark taxi rank.
- The GCIS Eastern Cape Provincial Office collaborated with the Amagqunukhwebepato Traditional Council to share government messages on COVID-19 vaccination roll-out programme.

A total of 44 479 people were reached through these engagements. Additional communication support was provided to four DDM Presidential Izimbizo events held between March and October 2022, reaching a total of about 6,6 million people.

CRISES WITHIN A CRISIS

As if the threat to life and the economic pressures occasioned by COVID-19 were not overwhelming in their own right, subsidiary challenges emerged with rhythmic regularity that placed even greater demands on the communication system. Government initiatives around the pandemic became a target for corruption, suggesting that new-wave wrongdoers were not intimidated or affected by the stream of testimony before the Judicial Commission of Inquiry into Allegations of State Capture, Fraud and Corruption in the Public Sector Including Organs of State.

Trust levels in governments across the globe have decreased significantly over time (Edelman Trust Barometer: 2022). According to the GCIS Tracker research (January-April 2022), overall trust levels in local and national government continue to be lower than trust in religious organisations/non-governmental organisations (NGOs), media, business and academic institutions/experts. The findings indicate that public trust in national government is at a low of 37% and

34% for local government/municipalities. A slight improvement from the baseline of 32% (February-March 2020) to 34% is observed for public trust in local government/municipalities, however, still off a low base. South Africans' decreasing trust in government is influenced by the impact of country-wide challenges of poverty, unemployment and inequality, corruption and other basic service delivery challenges. These areas of government responsibility need to be addressed to improve trust levels between government and the public.

The GCIS convenes communicators from departments and entities daily to set out media and social discourse around prevailing challenges, to coordinate the development of credible messaging and to influence the operational management of these issues. Key amongst these has been GBVF that has retained pandemic proportions, with horrific changes only in the detail of cruelty inflicted on women. Justice and safety are primary amongst the concerns of ordinary South Africans.

In an environment of depressed economic performance and household-level hardship, elements seeking to destabilise the country further incited large-scale public violence and looting in KwaZulu-Natal and Gauteng in July 2021 to deepen the difficulties already faced by the country. Several months later, the LGE produced a range of coalitions whose stability or otherwise have engendered deep concern within communities about the viability and effectiveness of municipalities.

Later floods in KwaZulu-Natal and the Eastern Cape necessitated an energetic communication programme in affected communities; a programme on which the GCIS collaborated with national, provincial and local institutions to reassure communities and to influence coordination among the different spheres of

government from the vantage point of ensuring that communication would be clear and coherent.

The end of the COVID-19 National State of Disaster in the early part of 2022 saw a return to social interaction and economic activity that had been suppressed during the pandemic. However, the return to economic activity was short-circuited by an unprecedented intensity of load-shedding, with Eskom citing a range of deep-seated and long-standing behavioural and engineering challenges for the inconsistent supply of electricity.

The cost of living has been impacted as well by external factors such as global uncertainty arising from the conflict between Russia and Ukraine.

Social challenges such the emergence of a movement targeting African expatriate communities, increased attention on illegal mining and persistently high levels of violent crime are among the challenges which the GCIS has adopted as part of its daily and longitudinal issue management agenda.

STEERING THE SYSTEM

“As of today, the cumulative number of COVID-19 cases for South Africa is 1 549 451. Today, 51 COVID-19 related deaths have been reported ... which brings the total to 52 897.” – Former Minister of Health, Dr Zweli Mkhize, reporting to the nation on 1 April 2020 – the start of the 2020/21 financial year.

Since 2020, the GCIS Branch: Content Processing and Dissemination has been engaged in a range of campaigns that have supported government’s strategic interventions in public health; social relief of distress; economic relief measures; the rebuilding of the economy; the response to the July 2021 unrest; the fight against corruption; the fight against GBVF;

government’s response to the recommendations of the Judicial Commission of Inquiry Into Allegations of State Capture, and management of the energy crisis in the country.

Through its Chief Directorate: Policy and Research, Content Processing and Dissemination provided media intelligence and public opinion research that enabled programme managers and decision-makers at the level of NATJOINTS, the National Coronavirus Command Council and Cabinet to tailor responses and interventions that would respond to information circulating in the public space and to a public sentiment of fear of physical harm and economic losses.

Media monitoring services guided the daily deliberations of the Coronavirus Communication Command structure coordinated by the GCIS, which enabled communicators from a range of departments and entities in the public sector to develop and sustain proactive and responsive communications. In the middle of the public health and economic crisis, Policy and Research invested in the development of a G-CET as an accountability and developmental means of assessing the performance of the government-wide communication system, and highlighting best practice to strengthen this performance.

The GCIS’s Communication Service Agency (CSA) led and integrated government’s above-the-line communication with the nation and the international community through intensive advertising, public-service announcements, social-media banners, posters and the technological support to public briefings hosted by the GCIS and to the President’s near-customary “My Fellow South Africans” addresses. This technical support extended to the President’s intensive online engagements with continental and global institutions ranging from the

Southern African Development Community (SADC) and the AU (which South Africa chaired) to the UN, WHO and others.

The Directorate: Media Production developed content for community radio services that empowered communities from rural to metropolitan settings with information that allowed citizens to access services and to unleash their agency in contributing to solutions to the diverse challenges that faced the nation during this period.

The GCIS also played a central role in the development of communication partnerships with the private sector and civil society more broadly, out of acknowledgment that the COVID-19 response required an all-of-society approach, with communication as a critical component.

The Chief Directorate: Products and Platforms facilitated citizen and stakeholder access to official information by maintaining high standards of information packaging on www.gov.za, www.gcis.gov.za and the accompanying social media accounts, which lent international reach to content about the COVID-19 health crisis, economic support measures, travel restrictions and reopenings, social stability and the security response around the July 2021 unrest, and assurances around the supply of electricity.

The GCIS-published, two-weekly *Vuk’uzenzele* newspaper devoted focused attention to the key interventions and priorities of government during this time, serving readers who find themselves in locations or circumstances where access to public media is limited. In this area, key bodies of content were translated into selected and at times all official languages to ensure no-one was left behind in accessing official, empowering information.

The empowerment of media itself and the development of the media sector as a component of the national economy and culture was sustained by the Entity Oversight and Media Policy teams under whose coordination a Charter Council for the Media, Advertising and Communications (MAC) sector was developed, alongside the appointment of a MAC Charter Council by the Executive Authority.

The GCIS pursued intense stakeholder collaborations, especially around key campaigns outlined in the NCSF such as GBVF, ERRP, crime and corruption, and local government projects. Emphasis was around communication pillars driving the NCSF, especially direct public engagements to educate, inform and include the citizenry in government programmes.

Future ambitions on steering and coordinating the Government Communication System

The presence of the GCIS's footprint at provincial and local level ensures the vertical and horizontal alignment of intergovernmental communication systems, processes and coherence of message. This is driven through coordination of communication forums to harmonise planning of communication campaigns, sharing of best practice, coherence of messaging and engagement with domestic and international media.

The relationships with the South African National Editors' Forum (SANEF), Foreign Correspondents' Association (FCA), National Press Club (NPC) and the National Community Radio Forum (NCRF) have led to sustained improved relations with the media across government. The Media Liaison Officers' Forum has created a platform for formalised knowledge exchange and coordination with media bodies and senior media officials.

South Africa's participation in the SADC Media Awards is led by GCIS's Media Engagement unit, which also coordinates the distribution of information to media in West and East Africa and co-hosts events with multinational bodies to enhance the messaging on South Africa's priority of "A better Africa and a better world."

The Branch: Intergovernmental Coordination and Stakeholder Management has also successfully coordinated the International Communicators' Forum and initiated the Africa series of webinars to ensure that South Africa's international agenda permeates throughout media based in other regions of the continent. Alignment of Brand SA messaging and partnership on international platforms with the GCIS has created a value-orientated communication programme supporting national interest and patriotism.

During the period under review, the GCIS's national, provincial and district offices participated in 2 035 communication coordination forums across all nine provinces. Rapid Response also enhanced coordination of coherent messaging in the period under review. The adaptation of a virtual Rapid Response meeting has increased participation across the three spheres of government as well as widened distribution of messages of the day and government responses to issues that require amplification, monitoring and reaction.

Significant strides in implementing Development Communication and solid progress has also been made in maintaining and strengthening a well-functioning communication system through communication clusters that are the backbone in driving consistent information dissemination programmes, including the fostering of sound stakeholder relationships and partnerships.

The anti-corruption campaign led to a partnership with Business Leadership South Africa, COVID-19 pandemic led to the COVID-19 Communication Partnership consisting of multiple stakeholders from various sectors. The participation of the GCIS in the National Strategic Planning Collaborative on GBVF also demonstrates sound stakeholder relationships and partnerships which led a variety of co-curated public engagements on GBVF awareness.

The cluster communication system has yielded the successful coordination of 18 national days and crosscutting communication campaigns such as state funerals, State of the Nation Address (SoNA), COVID-19, anti-corruption and economic recovery and reconstruction plan. Cluster communication strategies were developed and implemented within the period under review to align the implementation of the NCSF across the government communication system.

Training and development of government communicators and senior officials has significantly increased to ensure that the guidelines and prescripts within the government communicator's handbook are followed at all three spheres of government including provincial executive members and local government leaders. An international capacity building programme was undertaken with the United Kingdom, Office of the Prime Minister Communication staff on their communication campaign model (OASIS) as well as sensitization of misinformation and disinformation. Additional training was conducted with Africa Check to ensure government communicators are au-fair with identifying fake news and fact checking.

The GCIS will pursue intense stakeholder collaborations especially around key campaigns outlined in the NCSF for an example: GBVF, ERRP, crime and corruption and local government projects.

The stakeholders will be biased towards vulnerable groups, localised formations such as traditional leaders' structures and community media. National communication partnerships consisting of the GCIS, labour, business and civil society will be developed to drive campaigns of national interest.

Emphasis will be around coordination of communication clusters under the pillars driving the NCSF, especially direct public engagements to educate, inform and include the citizenry in government programmes through coordinated communicators' fora at national, provincial and district levels.

Media engagement will focus on signing memoranda of understanding (MoUs) with organised media bodies as a concerted effort to improve relations with the media domestically and internationally. Existing relations are coordinated with a MoU framework.

The relationship with the NPC, FCA, African Editors' Forum, Association of Independent Publishers, Parliamentary Press Gallery, NCRF and SANEF will be strengthened through a series of annual engagements. International media engagements will be focused on South Africa's engagement within BRICS and SADC.

The Rapid Response system will be revitalised and institutionalised through a reputation management framework that will guide on proactive and reactive communication. The framework will also guide on the management of crisis communication across the government communication sphere.

Training and development across the communication system will be a key feature in enhancing professionalism within the government communication sector. Benchmarking and international peer learning will continue as a way of ensuring that communicators

are abreast of trends and continuous professional development. The National School of Government (NSG) course on government will be rolled out alongside the induction and capacity-building programme currently facilitated by the GCIS's communication training and development unit.

The GCIS will be central to providing the communication support to government's Programme of Action (PoA) in the remaining years of the Sixth Administration as an administration that is focused on the renewal of our society, the rebuilding of our economy, South Africa's significant role on the global stage and the fulfilment of the NDP's Vision 2030.

6.4 Internal operations

The GCIS applied itself to the tasks at hand in the past two years in spite of significant constraints that have started to shift the organisation from "doing more with less", during years of budget reductions, to "doing less with less".

The GCIS's classification as an essential service during the COVID-19 pandemic did not exempt the organisation from the social or economic difficulties experienced by all other South Africans. Illness among staff, a moratorium on appointments, insufficient resources to sustain high-impact, costly campaigns on media with the biggest reach and other constraints have taken their toll on the centre of the government communication universe.

The success of the GCIS is hugely dependant on the commitment and morale of its staff. Despite the challenges that have beset the broader Public Service, including curbing the wage bill and competing for scarce and expert resources, the department has managed to keep the vacancy rate below 10% from March 2020 as prescribed by the DPSA. As at 30 December 2022, the vacancy rate was at 9.89%.

Representation of women at Senior Management Service (SMS) level has hovered above 50% and at the time of this compilation was achieved at 56%.

Support to the women in senior management is expressed through the department's 8-HoDs Principles Action Plan in the department. The department has a total number of 13 PWDs, translating to an achievement of 3% against the national target of 7%.

The GCIS's organisational structure was last submitted as a start-up structure in March 2019. The National Macro Organisation of Government (NMOG) process of 2019/20 resulted in the creation of two new chief directorates in GCIS, namely Media Policy and Entity Oversight. The department was in the process of reviewing the organisational structure to align it with the strategy and also to mitigate the structural challenges that have existed over time. The Organisational Structure Review project was expected to be finalised by 31 March 2023. Considering that communication is a 24-hour endeavour, discussions are underway on the appropriate operating model for the GCIS.

Through the Workplace Skills Plan (WSP), the GCIS prioritised upskilling of its workforce through training aligned to the critical and core functions related to the department. With the advent of the COVID-19 pandemic, greater demand was seen for 4IR-aligned skills to facilitate digital-based work execution and working remotely.

These included Critical Thinking; Applied Risk Assessment and Management; Change Management; Cybersecurity; PowerPoint; Emotional Intelligence; Time Management; Occupational Health and Safety (OHS); Programme and Project Management; Strategic Capabilities and Leadership in the Public

Service; Local Governance; Operation of Zoom and Skype; Public Sector ERM; Micropoint BI; Asset Management; Presentation and Facilitation Skills, and Graphic Design.

Between April 2020 and September 2022, the GCIS appointed 12 new members of the SMS. These critical appointments included all for Executive Committee (EXCO) members, correcting a situation whereby the department had been led by an interim leadership (acting positions) for over five years.

As of the 2020 academic year to date, the department awarded 69 bursaries in line with core and critical skills of the department. Some 51% of the WSP was implemented for upskilling of employees by the end of September 2022. The department encourages staff members to study independently and after completion of self-initiated study to apply for Recognition of Improved Qualification as a once-off cash bonus.

The overall budget allocation for Training and Development in the GCIS is not sufficient as it is less than 1% of the CoE as required, Furthermore, for Gender Focal Point and Disability Management, no budget is allocated. However, the Human Resource Development (HRD) operational budget is used to ensure implementation of projects.

Communication is a rapidly evolving sector and discipline. In recognition of this and in support of government's skills development and post-school education and training initiatives, the GCIS has been providing training opportunities through its Graduate Internship Programme.

The department has recruited and hosted graduate interns in the last two and a half years and the recruitment of graduate interns increased representation of youth within the GCIS from 34%

in 2020/21 to 35.1% in 2022/23. COVID-19 has had long lasting impacts on lives and livelihoods. Mental health and overall health have been tested, and there has been a need to focus on the overall well-being of employees. To effectively manage Employee Health and Wellness in the workplace, the department created Health and Wellness Awareness sessions through wellness bulletins. A service provider was appointed in July 2020 to assist in managing employee's health and wellness needs.

Several Wellness Weeks have been coordinated where the services of an optometrist, psychologist, physiotherapist, dentist, audiologist, dietician, podiatrist and orthoptist were provided to all employees as needed/requested. Additionally, health screenings took place for high blood pressure, diabetes, obesity, cholesterol, mental health, HIV testing and screening for TB. A total of 176 psycho-social counselling sessions were provided for employees since April 2020.

The department will strengthen its health and wellness programmes by coordinating group sessions to address stress, burnout, mental health and how to manage finances during tough economic times. Women and men's forums will be resuscitated to provide support structures on mental health through group awareness sessions.

The department will continue to provide psycho-social counselling and monitor departmental projects and programmes to ensure that they are gender and disability sensitive. Compliance requirements related to HRD and Management have all been attended to from March 2020 to September 2022. These include the following:

- All SMS members and designated employees have disclosed their financial interests.
- The departmental Ethics Committee meetings

were held to discuss applications for Other Remunerative Work and recommendations were approved by the DG.

- The GCIS's Transformation Committee is responsible for advancing the transformation agenda in the department. The committee meets quarterly.
- The Skills Development Committee is operational and meets quarterly. Each year a WSP and a HRD Implementation Plan has been developed and submitted.

The GCIS planned to implement the reviewed organisational structure with effect from April 2023. The implementation of the approved MTEF Recruitment Plan will be revised and synchronised with the implementation of the outcomes of the organisational structure review project and the operational model for the organisation. The department will continue to recruit and retain suitably qualified, capable and skilled workforce aligned to the Employment Equity (EE) targets of the department and to maintain the vacancy rate below 10% as prescribed by the DPSA.

The department will continue to prioritise training that is aligned with the WSP and 4IR for upskilling and multiskilling of employees. Considering the constraints on the fiscus and efforts to curb the public sector wage bill, the department will seek innovative ways to fund its Graduate Internship Programme.

Discussions are underway with the sector education and training authorities and institutions of higher learning for funded graduate interns and learners to promote job creation and the use of the department as a training ground for the youth. The departmental Mentorship and Coaching Programme will be resuscitated for enrolment of new protégés and as part of grooming the next cohort of emerging leaders. Information and Management were essential in the

business continuity of the GCIS in 2020. In response to COVID-19 and the various lockdown levels, the Chief Directorate: Information Management and Technology (IM&T) accelerated the adoption of virtual meeting tools. Initially, the GCIS had Microsoft (MS) Skype for Business, which was complimented by the implementation of other virtual meeting platforms like Zoom and MS Teams.

Zoom licences were extended to include large meeting formats and webinars. These platforms together with other social-media platforms were used to live-stream media and other briefings that were a critical element of communication from government at the time.

Service-level agreements (SLA) were maintained with the State Information Technology (IT) Agency (SITA) to ensure the availability of the GCIS IT and network infrastructure, and website services. SITA provided additional bandwidth to the GCIS web service to accommodate the huge increase in internet traffic to the GCIS websites as a result of increased traffic due to citizens seeking government information during the pandemic.

In the last two-and-a-half years, upgrades in the ICT environment have included Microsoft software (email and operating system) and technology refresh of electronic office equipment, (computers, printers and laptops) at the end of their useful life was done. Also, parts of the wide area network infrastructure underwent some hardware refresh through the replacement of old end-of-life servers.

A migration to the SITA VPNra remote connectivity tool allowed staff to work remotely and access the GCIS enterprise systems and automated processes. Additional bandwidth/data was made available for staff working remotely. An electronic memo (e-Memo) submission solution was implemented to reduce

the use and movement of paper and accommodate remote working. The department maintained its IT Governance for the period, all quarterly meetings were held, mainly hosted virtually. Quarterly IT Infrastructure Availability and Information Management System (IMS) reports were presented to the IM&T Steering Committee. The IMS team completed the outstanding Change Control Requests (CCRs) for the Media Buying IMS (MBIMS).

The team, together with the SharePoint service provider also implemented the Invoicing Tracking System that is assisting with the tracking and monitoring of the payment of invoices within the 30-day period. CCRs were done for the Organisational Performance Management System, the Ward IMS (WIMS), and the Service Providers Management System.

The Directorate: IMS faces a steady growth in demand for their systems development services as a result of the demand to digitise GCIS business processes. The shift towards automation and systems/data driven business decision-making requires more systems development resources in the IMS team.

The IM&T budget has been underfunded for many years and as a result much of the aged IT infrastructure is in dire need of a refresh. SITA connectivity and service Interruptions related to load-shedding and vandalism impacts on connectivity and service delivery between GCIS head office and the provincial offices. The SITA, 1998 (Act 88 of 1998) forces departments to endure exorbitant connectivity costs related to high uncompetitive SITA port costs and the SITA costing model for other ICT infrastructure services is neither cost-effective nor sustainable

In 2023/24, the Directorate: IMS will conduct the Information Systems Review Project to assess all

business units in the department. This review is conducted every three years to allow all sections in the department to identify new information systems and IT requirements based on their business needs. The outcome of this review will identify new projects and initiatives for the IM&T unit for the following three years.

The much-needed funding for the ICT infrastructure refresh impacts on the core communications function of the GCIS, which is technology driven in most aspects. The technology refresh of the media briefing facilities, the Ronnie Mamoepa Press Room (Pretoria) and Imbizo Media Centre (Cape Town) and the GCIS Auditorium has stalled due to the lack of funding.

The Directorate: Legal Services in the GCIS was established in the 2021/22 financial year. Prior to this, the department had used the services of its sister department (GCIS together with DTSPS was under a single Ministry prior to NMOG 2019) on a secondment basis. The directorate exists to render support services in respect of legal matters. Since its creation, the unit has been challenged with human capacity and budget constraints which negatively impacts the legal compliance function.

To date, the Legal Services unit has compiled the GCIS Regulatory Universe, which is a compilation of all legislation that the GCIS must comply with, identifying the specific provisions per legislation. The directorate is responsible for compliance and the consequences for the GCIS in the event of non-compliance. The unit has developed a litigation database for the GCIS, which is updated regularly and audited quarterly by Internal Audit and Auditor-General of South Africa (AGSA).

The purpose of the litigation database is to ensure that all litigation matters are dealt with in terms of

the relevant Rules of Court. The Legal Services unit has drafted the MDDA Bill which seeks to amend the MDDA Act of 2002 so as to, among others, align the objectives of the agency to the current technologies and the rapid digitalisation of the media sector.

The GCIS was initially allocated R720.5 million for the 2020/21 financial year. The original appropriation increased by R30 million with additional funds from the fiscus as well as a further R30 million that was shifted within the vote from Brand SA to the GCIS operational budget during the Special Adjusted Estimates of National Expenditure (AENE). The additional appropriation funded the advertising and communication campaign of the COVID-19 campaign and related matters.

During the AENE the appropriation was reduced with a net amount of R25.4 million to R725.1 million. Of the adjusted allocated budget, the GCIS spent R712.1 million (98%) at 31 March 2021, resulting in an underspending of around R13 million (2%), comprising of R9.4 million in CoE, R3.4 million in Goods and Services and R172 000 in Transfers and Subsidies.

The savings within CoE at year-end were attributed to attrition of staff and vacant posts in the three programmes as well as the secondment of staff to other departments who refunded the GCIS for salaries and related costs. The underspending in Goods and Services was mainly due to lesser recovery of self-financing expenditure in respect of the advertising of vacant posts in the *Vuk'uzenzele* newspaper, lower cost than projected on government garage transport, advertising costs being lower than anticipated as well as lesser procurement of stationery.

The underspending in Transfers and Subsidies was due to lesser payments to former employees in

respect of leave discounting and leave gratification. In the 2021/22 financial year, the department was initially allocated R749.7 million. During the 2021 AENE the appropriation increased with R7.7 million to R757.4 million with additional funds (R6.9 million) allocated for the improvement of conditions of service on levels 1-12 as well as a further R800 000 as self-financing expenditure in respect of the sale of advertising space in the *Vuk'uzenzele* newspaper. Of the adjusted allocated budget, the GCIS spent R755 million (99.7%) at 31 March 2022.

The department received six consecutive clean audit opinions by the AGSA from 2015/16 to 2020/21. In 2021/22, the GCIS received an unqualified audit opinion. Monitoring and control processes are strengthened to ensure compliance to legislated prescripts, with specific relation to procurement processes. The GCIS continues to adhere to sound financial management principles as stipulated in the PFMA of 1999 and National Treasury Regulations.

To ensure that department maintains sound financial governance that is client-focused and responsive to the overall operating environment, the financial policies are reviewed at least every second year to ensure that they comply with the PFMA of 1999 as well as National Treasury Instructions and prescripts. When required, updates are made from time to time within the two-year period. Financial policies and related amendments are made available to all GCIS staff. In between, financial circulars are issued to staff from time to time as guided by National Treasury and the DPSA.

During the 2019/20 financial year, the department developed a special Supply Chain Management (SCM) policy and delegations. The special policy that was developed was consistent with the PFMA of 1999, National Treasury Regulations and related

Practice Notes issued by National Treasury at the time. The policy and delegations were used throughout the 2020/21 financial year to support procurement related to communication campaigns. The threshold values related to procurement of various media platforms were increased. This had a positive impact in the reduction of lead times relating to procurement of media space. The levels of approval with threshold values were also re-engineered which facilitated quicker turnaround time on approval of communication campaigns.

From the 2015/16 financial year until 2019/20, the department has consistently averaged over 99% in payment of invoices to suppliers within 30 days. The department has consistently investigated all variances, analysed and reviewed its system of internal control and continued to put measures in place to ensure that the department complies with the legislated requirement of payment to suppliers. In the 2020/21 and 2021/22 financial years, the department was negatively impacted by COVID-19.

There were periods when the building could not be accessed as it was frequently closed for decontamination, which impacted on the processing of transactions. Some officials in this area were also personally infected with COVID-19 while some came into contact with those exposed to COVID-19, warranting them to self-isolate. This also impacted negatively on the department in terms of payment to suppliers as a turnaround time of 92.42% was achieved in 2020/21 and 95.73% achieved in 2021/22. Between April and December 2022, the department was at 99% on its turnaround time for payment to suppliers and is also narrowing the lead time in this regard.

For a number of years the Directorate: SCM has been extremely under-resourced with no officials dedicated to demand management and contract management

(supplier performance), the area of the buying of media space and also limited capacity in logistics management. A memo requesting the provision of contract workers to augment the capacity in this critical environment has been submitted.

Post the declaration of the National State of Disaster in March 2020, aligning itself with the DPSA Circular no. 7 of 2020, the department through approval by the DG, established the COVID-19 steering committee which was chaired by a compliance officer designated as the Deputy DG: Corporate Services. The functions of this committee were incorporated into the existing OHS Committee established in the department in terms of Section 19 of OHS Act (OHSA), 1993 (Act 85 of 1993).

The committee meets quarterly or as and when necessary. The committee recommendations are presented at the departmental Management Committee (MANCO), EXCO and for the last two years have also become a standing feature in meetings of the Enterprise Risk Management Committee (ERMC).

Circulars were consistently issued to inform employees on the COVID-19 developments in the department. A walk-through risk assessment was conducted in June 2020, and was followed by further assessments to identify the risks and review the adequacy of the existing measures. Areas of improvement that were identified were consolidated into a register and signed-off by the DG.

The register was submitted to the Department of Employment and Labour (DEL) in June 2020. The GCIS's appropriation over the current 2022 MTEF period is R719,9 million in 2022/23, R710 million in 2023/24 and R746,8 million in 2024/25. CoE comprises on average 39% and transfer payments in respect of the appropriation to two public entities – Brand SA and the MDDA – comprises 35% of the budget over the medium term.

A total of 75% of the department's allocation over the medium term is jointly spent in the core branches Programme: Content Processing and Dissemination as well as the Programme: Intergovernmental Coordination and Stakeholder Management. The remaining 25% of the total departmental appropriation is allocated to the Programme: Administration.

The GCIS is committed to sourcing its goods and services from black-owned businesses operated by designated groups of women and youth. The 2022/23 Procurement Plan was finalised in support of this government-wide effort on economic transformation. The department is also committed to procurement that enables the economic enhancement of women, youth and PWDs. Targets will be set for procurement from these designated groups.

The 2021/22 unaudited Annual Financial Statements (AFS) were submitted to National Treasury and the AGSA on 31 May 2022 and underwent an audit process by the AGSA. Subsequent to AGSA issuing Unqualified Audit with findings report on 31 July 2022, the Audited AFS were submitted to National Treasury and the AGSA on the same day.

The department prides itself on compliance and recognises the importance of payment of invoices timeously in contributing to the sustainability and growth of small, medium and micro enterprises (SMMEs). In this regard, the overall performance between April and December 2022 on the "30-day payment of invoices" was at an overall 99%.

The persistent under-allocation of resources (both financial and human capital) to the GCIS threatens the department's operations and its existence. This will render the department ineffective and unable to achieve its targets, leading to a collapse of the government-wide communication system. While the notion of doing more with less may have been

the proposition a few years back, this no longer holds true. This makes it critical to coordinate and institutionalise the zero-based budgeting process for efficient resource allocation to meet the priorities set by the department.

It is important to strengthen compliance on financial and SCM laws and regulations for prudent and cost-effective application of resources. The resourcing and structure of the Chief Directorate: CFO will be reviewed as part of the organisational review exercise to ensure effective and sustainable support to core functions.

To ensure compliance with all the COVID-19 measures put in place by the department, daily inspections were conducted to monitor the implementation of the measures, evaluate their effective and also enforce compliance. The department also aligned itself with the DPSA circular no. 18 of 2020 with respect to the preparation and implementation of the phased-in approach of the return of employees to work. In line with the approved COVID-19/OHS policy, the department continues to consistently conduct inspections at all the offices of the department at national and provincial level to ensure compliance to the OHS.

To ensure business continuity the department has put contracts in place in the area of maintenance of critical equipment such as the uninterrupted power supply, fire suppression and cooling systems. To ensure timeous procurement of office space for the department, a User Asset Management Plan (UAMP) was developed and submitted to the Department of Public Works and Infrastructure. This UAMP covers the period April 2023 to March 2027. The plan outlines the accommodation requirements and budget projections for three years. Whilst the department is facing challenges with respect to the underfunding of

the office accommodation for buildings it occupies across all nine provinces, focus will be on improving compliance to the OHSA of 1993 by ensuring that the DEL is involved with the assessment of the buildings before the offices are occupied by the GCIS.

The GCIS developed its Strategic Plan 2020-2025 and the plan was approved in March 2020. At the time the Strategic Plan set out nine outcomes that the organisation would pursue over the five-year period. In 2021/22 the GCIS revised these outcomes from nine to five in an effort to streamline the focus of the organisation and for greater compliance to the Revised Framework for Strategic and APPs (RFSAPP).

The organisation was busy with a midterm review of the Strategic Plan and conducting a determination of what should be the priorities over the remaining two and half years. The revised Strategic Plan should also be clear on how the GCIS will coordinate the government communication system and entrench the norms and standards to measure the implementation of government communication.

In the same period, the GCIS has had three Executive Authority appointments that have provided guidance and oversight on the strategic posture and focus of the organisation. The leadership of the Executive Authority was clearly visible in how the GCIS led with aplomb on the communication efforts and in ensuring consistency of messaging in the face of COVID-19.

Whilst the GCIS did not effect any amendments to the Strategic Plan from an indicator and target perspective from March 2020, there has been growing realisation that the way in which the organisation measures and reports on its contribution and mandate requires reconsideration. With the publication of the annual reports, performance against predetermined objectives has remained above 80% over the last

three audits (2019/20, 2020/21 and 2021/22) but the question of the relevance and impact of the organisation continues to prevail. The conclusion of the annual reports for these three years builds on the successful conclusion and submission of the quarterly performance reports (QPR) to the Department of Planning, Monitoring and Evaluation and the Portfolio Committee on Communications.

For the first time since the roll-out of the Public Sector Risk Management Framework, the GCIS appointed two independent members to serve on the ERM. These appointments sought to improve the maturity of the organisation in risk-management practices. Using National Treasury's assessment tool, the self-assessments have shown improvement from a score of 2.8 in 2019/20 to five (5) in 2021/22.

ERM continues to grow in application and awareness in the GCIS and for three consecutive years the necessary governance documents have been approved. They provide the basis for risk identification and mitigation against identified risks and the potential threat they pose to the organisation. COVID-19 severely tested the resilience and business continuity management plans of the GCIS.

Building on the COVID-19 experience, there has been continuous improvement evidenced by how the organisation has fared in response to a variety of external factors such as cyber-security, electricity and water interruptions. The department was concluding a full on Business Impact Analysis that will predict the consequences of disruptions and assist in gathering the information needed for the development of recovery strategies.

Fraud and corruption continue to plague government and the recent publication of the Zondo Commission reports demonstrates the extent to which corruption

has become pervasive in South Africa. The GCIS has adopted a zero-tolerance stance on fraud and corruption.

The fraud risk register is actively managed and a successful Anti-Corruption Day was co-hosted with the Special Investigating Unit in December 2021. The department conducts continuous awareness and education on fraud and corruption. It encourages officials to report any acts of fraud and corruption using the reporting platforms available internally and externally.

The revision of the MTSF in October 2021 saw the inclusion of the GCIS leading two and supporting two indicators. Since then the GCIS has compiled and submitted two reports that speak to how the department has performed in the implementation of these indicators. The reports cover the period October 2021 to March 2022 and April 2022 to October 2022.

6.5 A new era in government communication

Together with legislation and regulation, communication is one of the critical levers any government uses to affect change. Communication itself is fast paced and has seen radical changes caused by the transformative power of technology. This change whilst presenting new opportunities is also characterised by a number of challenges.

The revised GCIS strategy recognises that the GCIS has had mixed successes with the execution of its mandate. The organisation has proven successful in areas such as crisis communication (COVID-19) and coordinating events of national interest such as the funeral of former State President Nelson Mandela. The general observation is that these areas where the organisation has demonstrated high performance do not fall in the primary function or are not required

regularly such as events management (izimbizo, State funerals, secondary role expectations such as archiving the President/Deputy President/other government events by political principals are performed as core functions). There has also been a tendency to want to do too many things, thus spreading resources too thin and reducing the possible impact across government communications.

The primary mandate of the GCIS is to provide information that is timely, accurate and reliable. The major challenge in this era is various sources of information, particularly social media and therefore the role of the CIS is critical in rebuilding trust and responding to misinformation and false information.

Through this revised strategy, the GCIS seeks to be more deliberate and directed in the provision of information in a manner that is timely and responsive to citizens' needs. Over time the GCIS should grow its reputation as the primary port of call for information on government services and programmes. Equally the social media platforms managed by the GCIS should be active 24-hrs with regular updates not delayed by a bureaucratic structure and hierarchy that renders these platforms ineffective.

Whilst the Government Segmentation Model (GSM) has been developed, there has been uneven distribution of effort and attention across the 5 segments. There is a need to increase the current reach and refocusing of both communication and information content. Through the GSM, the GCIS should strive to reach each population segment with applicable communication/information in multiple languages and through relevant platforms.

Going forward, the GCIS will ensure government messages that are inspirational thereby empowering citizens to participate in the social compact; informative and inclusive. Aligned to this the GCIS

leadership role will:

- be aggressive, reactive communication that is quicker and timely;
- be planned and strategic proactive communication;
- strengthen coordination of government communication machinery for normal and crisis time

The GCIS, in pursuit to fulfil its vision to meet the communication and information needs of citizens, and to ensure a better life for all, publishes *Vuk'uzenzele* newspaper among other publications. The core focus of *Vuk'uzenzele* newspaper is to meet public information needs on socio-economic opportunities that our new democracy has created as well as to inform the public on how to access these opportunities.

The Research Unit recently concluded an industry feasibility study to ascertain whether it is possible to subcontract 30% of the *Vuk'uzenzele* newspaper distribution tender to smaller distributors. Four scenarios were considered and a conclusion reached that it would be possible to subcontract up to 30% to SMMEs. To give effect to these findings, there are plans to move the distribution function from CSA to the Directorate: *Vuk'uzenzele*.

Furthermore, the new tender specifications will include this requirement whilst also investigating the potential increased use of the South African Post Office as additional distribution points.

There is a need for the GCIS to continuously assess the impact of its services and products as a strategic leader in government communication. In April 2022, research was undertaken to investigate *Vuk'uzenzele*'s reach, perceptions about the newspaper as well as openness to access it in other formats. On average

552 500 copies (850 000 print run) of *Vuk'uzenzele* are distributed to Rooted Realists monthly, meaning 65% of the print run reaches 2% of the publication's intended audience. Research also revealed that 18% of South Africans said they had seen *Vuk'uzenzele*, a decline from 29% in 2017, mainly due to the reduction in the newspaper's print run, influenced by budgetary constraints.

The deliberations at the *Vuk'uzenzele* workshop in October 2022 also highlighted that a hybrid model of distributing *Vuk'uzenzele* has many benefits and it is a cost-effective way of broadening distribution. Therefore, as a short-term goal it was recommended that the GCIS consider adopting and implementing the hybrid model which includes links via SMS and WhatsApp, and a USSD code on *Vuk'uzenzele* hardcopy for readers to register for the digital version. This will augment the reach of the current 850 000 copies and has the potential of reaching segments that are not necessarily reached with the hardcopy.

The GCIS also needs to ensure the presence of a timely and credible government voice on current affairs at all times. This speaks to a more proactive communication agenda and the ability to be in touch and communicating 24-hrs of the day.

Transformation of the sector speaks not only to demographic elements of youth, race and gender but also the modes of communication, the content of communication and the locality of communication. As an example, the trend is towards voice-based communication which aligns with the performance of the GCIS in the number of radio products developed over the last two years.

To achieve government's transformation agenda as per the Constitution, the GCIS should be alive to societal inequalities such as the digital divide, vulnerable

and designated groups as well as compliance to the Broad-Based Black Economic Empowerment (B-BBEE) targets for the print, digital and community media and advertising sectors. The new GCIS vision is to empower South Africans through communication excellence. This vision encompasses not just the work of the GCIS but the entire government communication system in providing access to accurate information that empowers South Africans to change their lives.

Communication is both a concurrent and a transversal function. In many respects, South Africa has an active and vocal citizenry, but an unintended outcome of government actions has been to reduce the incentive for citizens to be direct participants in their own development. The State must actively support and incentivise citizen engagement and citizens should actively seek opportunities for advancement, learning, experience and opportunity (NDP, 2012:37).

Within the confines of the intergovernmental frameworks, the GCIS has strived to provide coherence across the three spheres of government through its Provincial and Local Liaison (PLL) function. South Africa has adopted a Development Communication approach in the manner in which it communicates with its citizens.

Development Communication is about access and empowerment of society through information. As the saying goes; without information: there is no liberation and without liberation, there is no development. Development Communication:

- unlocks opportunities and empowers society;
- educates people about their rights, obligations and responsibilities as citizens in working with government towards creation of non-racial, non-sexist and a vibrant constitutional democratic society;

- exposes society to government socio-economic programmes and opportunities; and
- is about how grassroots communities can access opportunities that improve their livelihoods and well-being.

The success of the GCIS lies in the strengthening of the PLL function and diffusion of powers from head offices more to the provinces. Head office operations should be streamlined and the size of the operation reduced to enable increases in the provincial and local footprint of the GCIS without growing the organisational structure. Without government communication footprint at grassroots, the GCIS will not be able to deliver on the following mandate:

- Ensure adherence to government communication system norms and standards provincially and locally;
- Directly engage citizens with information that empowers them;
- Create an informed and active citizenry;
- Ensure that government messages reach the length and breadth of the country;

6.6 Organisational Structure

The GCIS implements its mandate through the following three programmes, each headed by a DDG.

6.6.1 PROGRAMME 1: Administration

Purpose: Provide strategic leadership, management and support services to the department.

Subprogramme 1.1: Departmental Management
 Subprogramme 1.2: SPRMPMR
 Subprogramme 1.3: HR
 Subprogramme 1.4: IM&T
 Subprogramme 1.5: Financial Administration
 Subprogramme 1.6: Internal Audit

6.6.2 PROGRAMME 2: Content Processing and Dissemination

Purpose: Provide strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness of government communication.

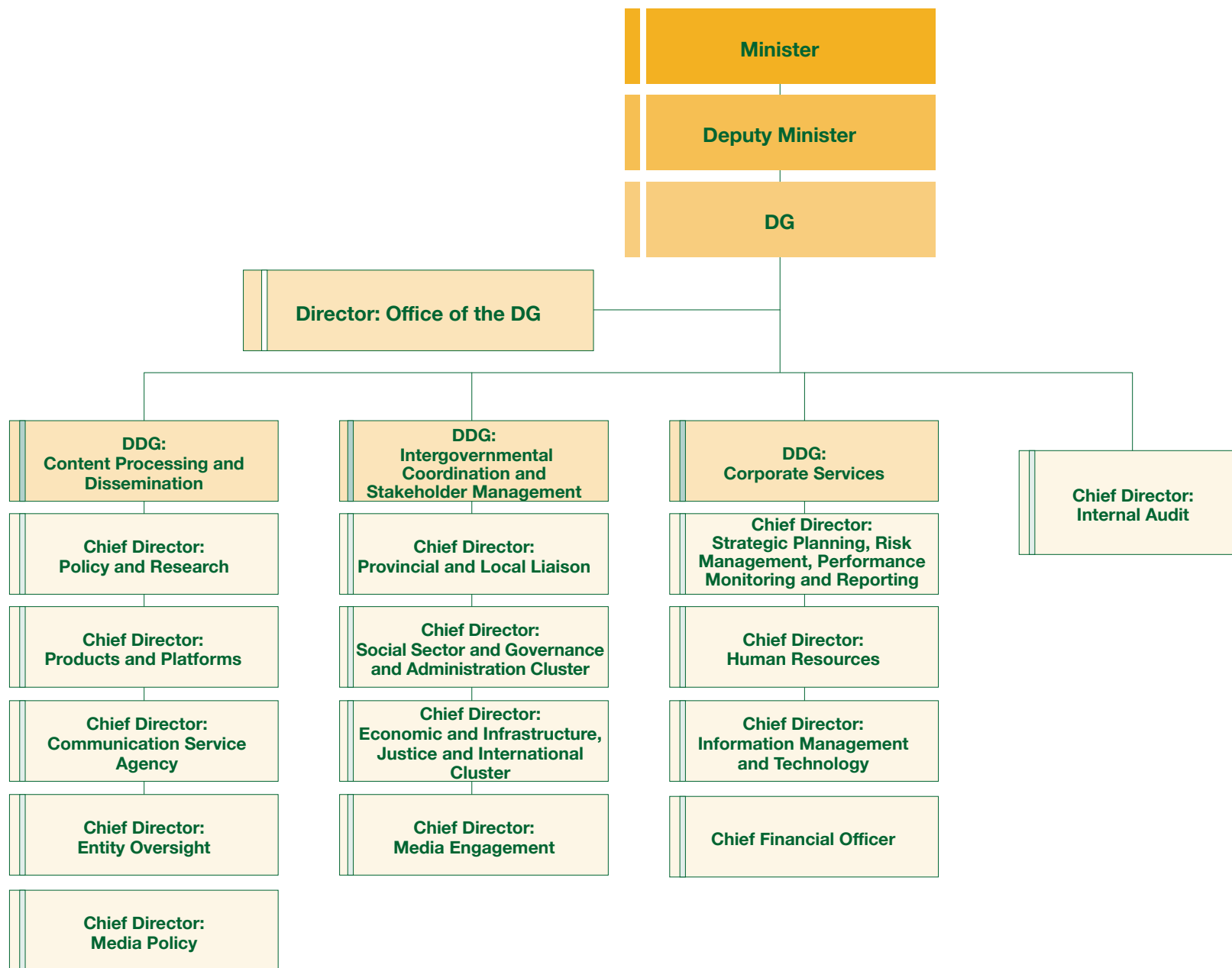
Subprogramme 1.1: Management
 Subprogramme 1.2: Products and Platforms
 Subprogramme 1.3: Policy and Research
 Subprogramme 1.4: CSA
 Subprogramme 1.6: Media Policy

6.6.3 PROGRAMME 3: Intergovernmental Coordination and Stakeholder Management

Purpose: Implementation of Development Communication, through mediated and unmediated communication and sound stakeholder relations and partnerships.

Subprogramme 1.1: Management
 Subprogramme 1.2: Media Engagement
 Subprogramme 1.3: Cluster Communication
 Subprogramme 1.4: PLL

Organogram (Org. structure review update)



7. OVERVIEW OF 2023/24 BUDGET AND MTEF ESTIMATES

Budget summary

Budget summary (H2) (Complete data in excel database)							
R million	2023/24					2024/25	2025/26
	Current payments	Transfers and subsidies	Payments for capital assets	Payments for financial asset	Total	Total	Total
MTEF allocation							
Administration	193 828	40	5 220	-	199 088	208 102	216 414
Content Processing and Dissemination	169 403	256 565	2 040	-	428 008	446 281	465 602
Intergovernmental Coordination and Stakeholder Management	122 706	4	940	-	123 650	128 464	134 413
Total expenditure estimates	485 937	256 609	8 200	-	750 746	782 847	816 429
Executive Authority	Minister in The Presidency						
Accounting Officer	DG						
Website	www.gcis.gov.za						

Expenditure estimates: Government Communication and Information System

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Administration	167 654	177 781	189 483	189 315	199 088	208 102	216 414
Content Processing and Dissemination	389 860	416 339	440 068	409 747	428 008	446 281	465 602
Intergovernmental Coordination and Stakeholder Management	118 109	117 980	125 453	130 602	123 650	128 464	134 413
Total	675 623	712 110	755 004	729 664	750 746	782 847	816 429
Change to 2021 budget estimate							
Economic classification							
Current payments	427 302	490 196	503 199	470 048	485 937	506 995	529 383

Compensation of employees	260 845	267 573	284 192	291 197	284 102	296 596	309 612
Goods and service	166 457	222 623	219 007	178 851	201 835	210 399	219 771
of which:							
Advertising	2 663	57 563	47 881	3 633	23 909	24 172	24 378
Audit costs: External	2 585	2 753	3 171	3 150	3 486	3 629	3 857
Communication	8 552	9 646	12 199	11 216	11 151	11 293	11 603
Computer services	16 310	15 180	17 531	18 486	23 539	24 450	25 938
Contractors	2 369	1 911	2 089	2 521	2 933	2 968	3 335
Agency and support/outsourced services	7 527	5 776	3 586	6 081	6 013	6 256	6 408
Operating leases	53 239	63 133	65 851	69 460	68 979	72 365	75 835
Property payments	9 481	10 870	12 718	12 694	13 082	13 542	13 979
Travel and subsistence	21 032	11 368	12 914	15 120	16 068	17 710	18 817
Operating payments	25 689	30 156	27 964	22 367	21 399	22 136	23 072
Transfers and subsidies	240 398	213 753	247 689	256 504	256 609	267 999	280 005
Departmental agencies and accounts	239 747	211 823	246 418	255 004	256 609	267 999	280 005
Households	651	1 930	1 271	1 500	-	-	-
Payments for capital assets	7 839	8 129	4 002	3 112	8 200	7 853	7 041
Buildings and other fixed structures	412	45	26	-	-	-	-
Machinery and equipment	7 427	8 084	3 976	3 112	8 200	7 853	7 041
Payments for financial assets	84	32	114	-	-	-	-
Total	675 623	712 110	755 004	729 664	750 746	782 847	816 429



PART C: **MEASURING OUR PERFORMANCE**



government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

8. MTSF 2019-2024 OUTCOMES LINK TO DEPARTMENTAL OUTCOMES

The GCIS, as the custodian of government communications, is responsible for developing the NCSF informed by and aligned to the MTSF. The time span of the NCSF is five years and runs parallel to the MTSF.

In 2019, Cabinet approved the NCSF to be valid until 2024. This was conceptualised with the main theme for the Sixth Administration: “Let’s Grow South Africa Together”. Based on the review to the MTSF, the NCSF review was undertaken and finalised in October 2022. The 2022-2024 update on the NCSF remains rooted in the electoral mandate, defining the strategic objectives and targets of government for the period 2019 – 2024. Moreover, it aligns communication outputs going forward to the updated MTSF and the introduction of the National Annual Strategic Plan (NASP). The update to the NCSF also seeks to entrench a strategic approach in communicating government priorities and brings us closer to realising the objectives of the NDP: Vision 2030.

The bold and innovative interventions by the Sixth Administration to overcome the impact of COVID-19 have been slow in inducing the desired outcome of placing the country on a new growth trajectory. October 2022 marked a midterm of the Sixth Administration and this updated NCSF aims to harness the combined efforts of government and the hearts and minds of South Africans in a concerted push forward. It refreshes government communications to the new reality that the country faces from the impact of the COVID-19 pandemic and shifts communication to address issues that are of concern to citizens in the current environment.

Government communicators need to move from rhetoric communication towards activism communication, bringing about a deliberate change in behaviour through the basics of Development Communication. The updated NCSF draws on the 2022 SoNA where President Ramaphosa rallied citizens under the theme of “Leave No One Behind”, which serves as a foundation for government communicators to adapt their communication strategies for the remainder of the MTSF period.

The departmental outcomes align with two outcomes of the MTSF as follows:

MTSF Outcome	Departmental Outcome
Outcome 1: A capable, ethical and developmental state	Improved governance and service excellence
	Informed and empowered citizens
	A well-functioning government communication system
Outcome 2: Economic transformation and job creation	Transformed mainstream print and digital media, advertising and community media

9. DEPARTMENTAL PROGRAMMES

9.1 Programme 1: Administration

Programme purpose	Provide strategic leadership, management and support services to the department
Outcome	Improved governance and service excellence

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

- **SPRMPPMR** is responsible for developing and implementing SPRMPPMR processes, procedures and systems in compliance with relevant legislation. These include coordinating the development and implementation of the department's strategic and APPs, performance monitoring and reporting.
- **HR** is responsible for strategic leadership in the implementation of the department's HR management strategy.
- **IM&T** is responsible for the establishment and support of IM&T systems in the GCIS.
- The **CFO** provides the department with overall financial and supply chain and facility management services, and guides management in complying with legislative requirements, budget planning and administration.
- **Internal Audit** improves governance, combined assurance and control processes.

Supporting units:

- **Internal Communication:** provides communication services internally to the organisation on government programmes, opportunities and general matters promoting good corporate governance.
- **Legal Services** is responsible for providing effective and efficient legal services to the department in order to ensure that the interests of the department are protected against any legal risk. It is imperative for the department to consider legal compliance, not only as a risk that needs managing, but as compliance with the law as a matter of good corporate governance and ethical behaviour.

The emphasis is on refocusing on value-based decision-making and not merely risk limitation.

- **Risk and Integrity Management** is responsible for risk and integrity management, implementation of fraud and anti-corruption as well business continuity management.

Programme 1: Administration

Subprogramme: Human Resources

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Improved governance and service excellence	Management of development for Middle Management Service (MMS)	Percentage of untrained MMS members enrolled on the Management Development Programme (MDP)	New indicator	New indicator	New indicator	New indicator	10% of MMS members enrolled on management programmes	12% of MMS members enrolled on management programmes	15% of MMS members enrolled on management programmes
	Leadership development for SMS members	Percentage of SMS members enrolled on Executive Management and Leadership Support courses	New indicator	New indicator	New indicator	New indicator	15% of SMS members enrolled on Executive Management and Leadership Support courses	20% of SMS members enrolled on Executive Management and Leadership Support courses	25% of SMS members enrolled on Executive Management and Leadership Support courses

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of untrained MMS members enrolled on the MDP	10% of MMS members enrolled on management programmes	Develop a Management Advancement Plan and Programme	Management Advancement Plan approved	No target	10% of MMS members enrolled on management programmes
Percentage of SMS members enrolled on Executive Management and Leadership Support courses	15% of SMS members enrolled on Executive Management and Leadership Support courses	Develop an Implementation Plan on Executive Management and Leadership Support courses	Implementation Plan on Executive Management and Leadership Support courses approved	No target	15% of SMS members enrolled on Executive Management and Leadership Support courses

Subprogramme: Information Management and Technology

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Improved governance and service excellence	Digitisation of the GCIS through IM&T	Number of digitisation projects implemented	New indicator	New indicator	New indicator	New indicator	Four IM&T projects implemented	Three digitisation projects implemented	Three digitisation projects implemented
	IT infrastructure availability	Percentage IT infrastructure availability (Disaster Risk Reduction)	New indicator	New indicator	New indicator	New indicator	95% IT infrastructure availability	95% IT infrastructure availability	95% IT infrastructure availability

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of digitisation projects implemented	Four digitisation projects implemented	One project: Bandwidth upgrade	One project: Redeveloped Media System for monitoring and analysing the communication environment	One project: Extended MBIMS to include the automation of media production processes	One project: WIMS redeveloped as the Stakeholder Management System One Digitisation Strategy approved (Includes recommendations from the Information System Review Project).
Percentage IT infrastructure availability	95% IT infrastructure availability	95% IT infrastructure availability	95% IT infrastructure availability	95% IT infrastructure availability	95% IT infrastructure availability

Subprogramme: Chief Financial Officer

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Transformed mainstream print and digital media, advertising and community media	Internal budget spent on designated groups and/or locations	% budget spent on designated groups and/or locations	New indicator	New indicator	New indicator	New indicator	20% budget spent on designated groups and/or locations	25% budget spent on designated groups and/or locations	30% budget spent on designated groups and/or locations
Improved corporate governance and service excellence	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
% budget spent on designated groups and/or locations	20% internal budget spent on designated groups and/or locations	5% internal budget spent on designated groups and/or locations	10% internal budget spent on designated groups and/or locations	15% internal budget spent on designated groups and/or locations	20% internal budget spent on designated groups and/or locations
Unqualified audit	Unqualified audit with no material findings	No target	Unqualified audit with no material findings	No target	No target

Explanation of planned performance over the medium-term period

The additional allocation towards ICT infrastructure will enable the advancement of digitisation transformation projects that will improve overall operational efficiencies for the GCIS. The focus will be on upgrading the bandwidth at the headoffice and at all provincial offices which will be an essential enabler of the GCIS's digital transformation journey. Over the year, the GCIS will harness technology and systems to improve effectiveness and efficiencies.

Staff will be trained to develop relevant skills to be responsive to 4IR communication. Existing systems and automated processes will be redeveloped with the latest software technologies. Aged IT infrastructure will be refreshed over the MTEF period to reduce the risks of infrastructure failure and cybersecurity threats. The department will also adopt Cloud-based systems like MS Office 365 and Exchange Online to enhance the mobility of the workforce.

With the finalisation of the organisational structure, the staff placement process, based on matching skills to job functions, will be implemented informed by the Skills Audit process outcomes. Upskilling of staff focusing on career-pathing and progression will also feature prominently in revitalising staff morale and creating a work environment that rewards excellence and innovation. The organisation will also focus on recognising and rewarding talented and committed individuals who live the organisational values in line with the GCIS's Integrated Rewards and Recognition Model.

The revised organisational structure will be supported by the development of a service charter and standards linked to the approved service delivery model. An MTEF Recruitment Plan will

be developed to fill vacancies emanating from the implementation of the new organisational structure. The procurement plans will be targeted in support of designated groups, and in procuring goods and services in support of township and rural economies, where possible. Corporate governance systems and oversight structures, including risk management, will be monitored to ensure continued service excellence and maintain a clean audit outcome.

The current representation of PWDs in the department is 3.07 against the 7% MTSF target. The GCIS will implement disability affirmative action measures in line with the MTEF's EE Plan, such as identifying and forming partnerships with organisations working with PWDs in order to reach targeted groups; advertisements will be distributed to organisations working with PWDs to translate adverts in to Braille; advertisement will be distributed to organisations working with PWDs to attract candidates from designated groups; earmark and designate certain positions for PWDs; and encourage PWDs to apply in all departmental recruitment adverts.

Over the medium term, the Office of the CFO will continue providing financial-related advice and support by monitoring revenue and expenditure trends and ensure that the department remains within spending limits approved by Cabinet. This will be achieved through in-year monitoring of expenditure of the department by Budget Committee.

The Financial Administration team continues to ensure that the department closes its accounting records on the Basic Accounting System timely and with sufficient supporting documentation for accountability, compliance and audit purposes.

Vision 2030 of the NDP calls for a commitment to a procurement approach that stimulates the economy

and creates jobs, and further recommends a need for oversight over tenders, prohibition of public servants from doing business with the State and making individuals liable for losses in proven cases of corruption.

To give effect to these guiding policies over the medium term, the department will focus on training employees on ethics management, amplifying internal communication on the relevant policy directives, reviewing SCM policy and strengthening SCM compliance and reporting through staff engagements, and submission of procurement plans and deviations to National Treasury – through the Office of the Chief Procurement Officer (OCPO) – for publishing quarterly.

The revision of the SCM Policy will give effect to the achievement of Reconstruction and Development Programme (RDP) goals and Preferential Procurement Regulations of 2022, and will further streamline the processes for speedy delivery of services, as well as contribute to economic growth.

The other key priority for delivery on the 2019-2024 MTSF by the State is to ensure gender-responsive budgeting and procurement reforms and policies. The development of a policy directive in preferential procurement for institutions to spend according gender, age and disability is crucial in order to support these public imperatives.

The GCIS will continue consultations with National Treasury and the OCPO as well as the Department of Women, Youth and People with Disabilities to ensure departmental policies and guidelines conform to the procurement frameworks. To realise cost-savings and improve administrative efficiencies and effectiveness, the GCIS will participate in relevant transversal contracts within National Treasury or other organs of state provided such awards meet the procurement

process legislative frameworks. The achievement of a clean audit relies on the daily implementation and maintenance of internal and preventative control measures, effective record keeping, correct application of accounting standards and policies, and effective monitoring and oversight function.

To enable the department to maintain clean audit outcomes, all matters reported by external and internal auditors will be addressed timeously by management and continuously monitored throughout the year by the governance structures.

Furthermore, internal control measures will be put in place in all three key internal control drivers (leadership as assurance providers; financial and performance management for accountability and reporting purposes; and governance structures for compliance, and oversight purposes that promote accountability and service delivery).

The persistent under-allocation of resources (both financial and human capital) to the GCIS threatens the department's operations and its existence. This will render the department ineffective and unable to achieve its targets, leading to a collapse of the government-wide communication system.

Programme Resource Consideration
Expenditure estimates

Programme 1: Administration	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Dep Management	7 506	8 513	6 824	9 455	7 423	9 127	9 445
Corporate Services	56 560	54 100	60 277	56 490	67 552	70 371	72 564
Financial Administrattion	37 682	38 398	41 163	39 187	39 321	40 121	41 752
Internal Audit	9 087	9 774	10 440	10 885	11 395	11 463	11 892
Office Accommodation	56 819	67 006	70 779	73 298	73 397	77 020	80 761
Total	167 654	177 791	189 483	189 315	199 088	208 102	216 414
Change to 2021 Budget estimate							
Economic Classification							
Current payments	161 870	173 055	187 297	187 679	193 828	202 959	212 092
Compensation of employees	72 242	72 706	80 424	80 643	79 133	82 941	85 656
Goods and services	89 628	100 349	106 873	107 036	114 695	120 118	126 436
of which:							
Audit costs: External	2 582	2 753	3 171	3 150	3 486	3 629	3 857
Communication	1 493	1 487	1 659	1 920	2 321	2 393	2 451
Computer services	13 773	12 622	15 273	13 785	19 676	20 356	21 920
Operating leases	52 603	62 491	65 405	68 494	68 172	71 516	74 941
Property payments	9 436	10 757	12 613	12 486	12 883	13 343	13 771
Travel and subsistence	3 724	1 359	1 100	1 740	2 648	2 996	3 130
Transfers and subsidies	289	813	702	1 074	40	42	44
Departmental agencies and accounts	36	37	36	50	40	42	44
Households	253	776	666	1 024	-	-	-
Payments for capital assets	5 495	3 918	1 484	562	5 220	5 101	4 278
Buildings and other fixed structures	313	-	26	-	-	-	-
Machinery and equipment	5 182	3 918	1 458	562	5 220	5 101	4 278
Payments for financial assets	-	5	-	-	-	-	-
Total	167 654	177 791	189 483	189 315	199 088	208 102	216 414

9.2 Programme 2: Content Processing and Dissemination

Programme purpose	Provide strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness of government communication.
Outcomes	2.1 Informed and empowered citizens
	2.2 Transformed mainstream print and digital media, advertising and community media

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

- **Products and Platforms** develops content for the GCIS. Funding for the subprogramme will be used for writing assignments; printing the government newspaper, language services for products that require translation, editing and proofreading content; managing the official government and GCIS website and social media accounts; and the production of government publications. The subprogramme is also responsible for the development of the government communication strategy.
- **Policy and Research** conducts research through independent service providers to assess how government should address the public's information needs. A knowledge base is developed and maintained for easy reference. The subprogramme also monitors media coverage of issues affecting government and the country.

It further provides an analysis on how the media interprets government policies and programmes; monitors and evaluates communication in government and assesses public perceptions in relation to government performance.

- **CSA** provides media bulk-buying services and media production services to government. It also develops distribution strategies for all government communications and oversees distribution services outsourced to service providers. The subprogramme manages national government's corporate identity. It further provides marketing services for the GCIS and other government departments.

- **Entity Oversight** monitors the implementation of policies by state-owned enterprises, and provide guidance and oversight on their governance matters
- **Media Policy** conducts research and develops print media, new media and communication policies

Subprogramme: Products and Platforms

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Informed and empowered citizens	Copies of print copies and online editions of <i>Vuk'uzenzele</i> newspaper	Number of print copies and online editions of <i>Vuk'uzenzele</i> newspaper produced and published annually	19.35 million copies and 22 online editions of <i>Vuk'uzenzele</i> newspaper produced/published	14.45 million copies and 22 online editions of <i>Vuk'uzenzele</i> newspaper were produced/published	15.3 million copies and 22 online editions of <i>Vuk'uzenzele</i> newspaper produced/published	10.2 million copies and 22 online editions of <i>Vuk'uzenzele</i> newspaper produced/published	10.2 million print copies and 22 online editions of <i>Vuk'uzenzele</i> newspaper produced/published	10.2 million print copies and 22 online editions of <i>Vuk'uzenzele</i> newspaper produced/published	10.2 million print copies and 22 online editions of <i>Vuk'uzenzele</i> newspaper produced/published
	Government service delivery television (TV) channel broadcasting	Number of government service delivery TV channel broadcasting	New indicator	New indicator	New indicator	New indicator	One government service delivery TV channel broadcasting	One government service delivery TV channel broadcasting	One government service delivery TV channel broadcasting
	Online <i>PSM</i> magazine	Number of online editions of <i>PSM</i> magazine published annually	11 editions of <i>PSM</i> magazine published	10 editions of <i>PSM</i> magazine published	Six online editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published	11 online editions of <i>PSM</i> magazine published
	Language services requests completed	Percentage of language services requests completed	100% (1 724 out of 1 724) language services requests were completed	100% (2 439 of 2 439) language services requests were completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
	Stories on government programmes and activities published on SAnews	Number of stories on government programmes and activities published on SAnews	New indicator	New indicator	New indicator	2 800 stories on government programmes and activities published on SAnews	2 820 stories on government programmes and activities published on SAnews	2 840 stories on government programmes and activities published on SAnews	2 860 stories on government programmes and activities published on SAnews
	Page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and other key government websites	Minimum five page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and key government websites	New indicator	New indicator	New indicator	New indicator	Minimum five page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and key government websites	Minimum five page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and key government websites	Minimum five page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and key government websites
	Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum of 20 posts a day	Percentage Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum of 20 posts a day	New indicator	New indicator	New indicator	New indicator	2% Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum 20 posts a day	2% Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum 20 posts a day	2% Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum 20 posts a day
	Follower growth percentage	Percentage increase in new followers growth across GCIS-managed social media platforms	New indicator	New indicator	New indicator	New indicator	5% new followers growth per quarter across GCIS-managed social media platforms	5% new followers growth per quarter across GCIS-managed social media platforms	5% new followers growth per quarter across GCIS-managed social media platforms

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of print copies and online editions of <i>Vuk'uzenzele</i> newspaper produced and published annually	10.2 million print copies and 22 online edition of <i>Vuk'uzenzele</i> newspaper produced/ published annually	2.550 million print copies and six online editions of <i>Vuk'uzenzele</i> newspaper produced/ published per quarter	2.550 million print copies and six online editions of <i>Vuk'uzenzele</i> newspaper produced/ published per quarter	1.7 million print copies and five online editions of <i>Vuk'uzenzele</i> newspaper produced/ published per quarter	3.4 million print copies and five online editions of <i>Vuk'uzenzele</i> newspaper produced/ published per quarter
Number of government service delivery TV channel broadcasting	One government service delivery TV channel broadcasting	-	-	One government service delivery TV channel broadcasting	One government service delivery TV channel broadcasting
Number of online editions of <i>PSM</i> magazine published annually	11 online editions of <i>PSM</i> magazine published	Three online editions of <i>PSM</i> magazine published	Three online editions of <i>PSM</i> magazine published	Three online editions of <i>PSM</i> magazine published	Two online editions of <i>PSM</i> magazine published
Percentage of language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed	100% language services requests completed
Number of stories on government programmes and activities published on SAnews	2 820 stories on government programmes and activities published on SAnews	706 stories on government programmes and activities published on SAnews	706 stories on government programmes and activities published on SAnews	704 stories on government programmes and activities published on SAnews	704 stories on government programmes and activities published on SAnews
Number of page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and other key government websites	Minimum five page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and key government websites	Minimum five page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and key government websites	Minimum five page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and key government websites	Minimum five page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and key government websites	Minimum five page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and key government websites
Percentage Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum of 20 posts a day	2% Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum 20 posts a day	2% Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum 20 posts a day	2% Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum 20 posts a day	2% Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum 20 posts a day	2% Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum 20 posts a day
Follower growth percentage	5% new followers growth across GCIS-managed social media platforms	5% new followers growth per quarter across GCIS-managed social media platform	5% new followers growth per quarter across GCIS-managed social media platform	5% new followers growth per quarter across GCIS-managed social media platform	5% new followers growth per quarter across GCIS-managed social media platform

Subprogramme: Policy and Research

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Informed and empowered citizens	Reports on perception of government priorities	Number of cluster reports on perceptions of government priorities produced to inform communication clusters' strategies	Produced 10 cluster reports on perceptions of government priorities produced	Produced 10 cluster reports on perceptions of government priorities	10 cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced to inform communication clusters' strategies	10 cluster reports on perceptions of government priorities produced to inform communication clusters' strategies	10 cluster reports on perceptions of government priorities produced to inform communication clusters' strategies
	Monitoring and evaluation G-CET reports on communication in government	Number of biannual Monitoring and evaluation G-CET reports on communication in government produced	N/A	Three monitoring and evaluation dashboard reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	Four monitoring and evaluation G-CET reports on communication in government produced	Two biannual monitoring and evaluation G-CET reports on communication in government produced	Two biannual monitoring and evaluation G-CET reports on communication in government produced	Two biannual monitoring and evaluation G-CET reports on communication in government produced
	Key messages	Percentage of key messages produced for key campaigns and gov priorities (excluding weekends, public holidays and holiday periods)	Produced 164 (100%) sets of key messages as per requests (excluding weekends, public holidays and holiday periods)	Produced 103 (100%) of key messages requested (excluding weekends, public holidays and holiday periods)	Produced 89 (100%) of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages requested (excluding weekends, public holidays and holiday periods)	Produce 100% key messages for key campaigns and gov priorities (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages for key campaigns and gov priorities (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages for key campaigns and gov priorities (excluding weekends, public holidays and holiday periods)

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
	Opinion pieces	Percentage of requested opinion pieces produced (excluding weekends, public holidays and holiday periods)	Produced 79 (100%) of opinion pieces requested (excluding weekends, public holidays)	Produced 60 (100%) of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produced 33 (100%) of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces (excluding weekends, public holidays and holiday periods)
	Self-initiated opinion pieces produced	Number of self-initiated opinion pieces	New indicator	New indicator	New indicator	New indicator	168 self-initiated opinion pieces produced	168 self-initiated opinion pieces produced	168 self-initiated opinion pieces produced

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of cluster reports on perceptions of government priorities produced	10 cluster reports on perceptions of government priorities produced	Five cluster reports on perception of government priorities produced	-	Five cluster reports on perception of government priorities produced	-
Number of biannual monitoring and evaluation G-CET reports on communication in government produced	Two biannual monitoring and evaluation G-CET reports on communication in government produced	One biannual monitoring and evaluation G-CET reports on communication in government produced	-	One biannual monitoring and evaluation G-CET reports on communication in government produced	-
Percentage of key messages produced (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages (excluding weekends, public holidays and holiday periods)	Produce 100% of key messages (excluding weekends, public holidays and holiday periods)
Percentage of opinion pieces produced (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces produced (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces (excluding weekends, public holidays and holiday periods)
Number of self-initiated opinion pieces	168 self-initiated opinion pieces produced	42 self-initiated opinion pieces produced	42 self-initiated opinion pieces produced	42 self-initiated opinion pieces produced	42 self-initiated opinion pieces produced

Subprogramme: Communication Service Agency

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Informed and empowered citizens	Approved media-buying campaigns	Percentage of approved media-buying campaigns implemented	88% of approved media-buying campaigns implemented	76% of approved media-buying campaigns implemented	85% of approved media-buying campaigns implemented	50% of approved media-buying campaigns implemented	60% of approved media-buying campaigns implemented	65% of approved media-buying campaigns implemented	65% of approved media-buying campaigns implemented
	Number of national government campaigns reaching not less than 15 million people	Number of national government campaigns reaching not less than 15 million people	New indicator	New indicator	New indicator	New indicator	16 national government campaigns reaching not less than 15 million people	16 national government campaigns reaching not less than 15 million people	16 national government campaigns reaching not less than 15 million people
	Audiovisual content products developed to profile national events, government programmes and The Presidency on various platforms	Number of audiovisual content products developed to profile national events, government programmes and The Presidency on various platforms	New indicator	New indicator	New indicator	New indicator	No less than 100 audiovisual content products developed to profile national events, government programmes and The Presidency on various platforms	No less than 100 audiovisual content products developed to profile national events, government programmes and The Presidency on various platforms	No less than 48 100 audiovisual content products developed to profile national events, government programmes and The Presidency on various platforms
	Radio products used to inform citizens through differentiated formats	Number of radio products used to inform citizens through differentiated formats	271 radio products and services provided	771 radio products and services were provided	699 radio products and services provided	500 radio products and services provided	650 radio products through differentiated formats	700 radio products through differentiated formats	750 radio products through differentiated formats

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
	Graphic design products	Percentage of graphic designs approved and completed based on client requests	671 graphic designs completed	636 graphic designs completed	1 115 graphic designs completed	600 graphic designs completed	75% of graphic design products approved and completed based on client requests	75% of graphic design products approved and completed based on client requests	75% of graphic design products approved and completed based on client requests
	Community Radio Stakeholder workshops to build relations and contribute towards innovation	Number of Community Radio Stakeholder workshops held to build relations and contribute towards innovation	New indicator	New Indicator	New Indicator	New indicator	Six Community Radio Stakeholder workshops held to build relations and contribute towards innovation	Six Community Radio Stakeholder workshops held to build relations and contribute towards innovation	Eight Community Radio Stakeholder workshops held to build relations and contribute towards innovation
	Marketing initiatives to increase awareness of GCIS service offerings	Number of marketing initiatives to increase awareness of GCIS service offerings	New indicator	New indicator	New indicator	New indicator	20 marketing initiatives to increase awareness of GCIS services and offerings	22 marketing initiatives to increase awareness of GCIS services and offerings	24 marketing initiatives to increase awareness of GCIS services and offerings
	Government exhibitions integrating government services to citizens coordinated	Number of government exhibitions integrating government services to citizens coordinated	New indicator	New indicator	New indicator	New indicator	Four government exhibitions coordinated	Six government exhibitions coordinated	Eight government exhibitions coordinated
	Print products distributed	Number of GCIS print products distributed	24 print products produced by the GCIS were distributed (22 editions of <i>Vuk'uzenzele</i> , GCIS Annual Report and <i>Official Guide to South Africa</i>)	18 print products produced by the GCIS distributed (17 editions of <i>Vuk'uzenzele</i> and the GCIS Annual Report)	19 print products produced by the GCIS distributed (18 editions of <i>Vuk'uzenzele</i> and the GCIS Annual Report)	13 print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i> and the GCIS Annual Report)	12 print products produced by the GCIS distributed	12 print products produced by the GCIS distributed	12 print products produced by the GCIS distributed

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of approved media buying campaigns implemented	60% of approved media-buying campaigns implemented	60% of approved media-buying campaigns implemented	60% of approved media-buying campaigns implemented	60% of approved media-buying campaigns implemented	60% of approved media-buying campaigns implemented
Number of national government campaigns reaching not less than 15 million people	16 national government campaigns reaching not less than 15 million people	Four national government campaigns reaching not less than 15 million people	Four national government campaigns reaching not less than 15 million people	Four national government campaigns reaching not less than 15 million people	Four national government campaigns reaching not less than 15 million people
Number of audiovisual content products (photography/video) developed to profile national events, government programmes and The Presidency on various platforms	No less than 100 audiovisual content products developed	No less than 25 audiovisual content products developed	No less than 25 audiovisual content products developed	No less than 20 audiovisual content products developed	No less than 30 audiovisual content products developed, and shared on various platforms
Number of radio products used to inform citizens through differentiated formats	650 radio products used to inform citizens through differentiated formats	150 radio products used to inform citizens through differentiated formats	170 radio products used to inform citizens through differentiated formats	130 radio products used to inform citizens through differentiated formats	200 radio products used to inform citizens through differentiated formats
Percentage of graphic designs completed and approved based on clients' requests	75% of graphic designs completed and approved based on clients' requests	75% of graphic designs completed and approved based on clients' requests	75% of graphic designs completed and approved based on clients' requests	75% of graphic designs completed and approved based on clients' requests	75% of graphic designs completed and approved based on clients' requests
Number of Community Radio stakeholder workshops held to build relations and contribute towards innovation	Six Community Radio Stakeholder workshops held to build relations and contribute towards innovation	One Community Radio Stakeholder workshop held to build relations and contribute towards innovation	Two Community Radio Stakeholder workshops held to build relations and contribute towards innovation	One Community Radio Stakeholder workshop held to build relations and contribute towards innovation	Two Community Radio Stakeholder workshops held to build relations and contribute towards innovation
Number of government exhibitions integrating government services to citizens coordinated	Four government exhibitions integrating government services to citizens coordinated	One government exhibition integrating government services to citizens coordinated	One government exhibition integrating government services to citizens coordinated	One government exhibition integrating government services to citizens coordinated	One government exhibition integrating government services to citizens coordinated

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of marketing initiatives to increase awareness of GCIS services and offerings	20 marketing initiatives to increase awareness of GCIS services and offerings	Five marketing initiatives to increase awareness of GCIS services and offerings	Five marketing initiatives to increase awareness of GCIS services and offerings	Five marketing initiatives to increase awareness of GCIS services and offerings	Five marketing initiatives to increase awareness of GCIS services and offerings
Number of GCIS print products distributed	12 print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i>)	Three print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i>)	Three print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i>)	Two print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i>)	Four print products produced by the GCIS distributed (12 editions of <i>Vuk'uzenzele</i>)

Subprogramme: Entity Oversight

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Improved governance and service excellence	Performance review and compliance monitoring report	Number of performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports	Eight performance review and compliance monitoring reports	Six performance review and compliance monitoring reports	Eight performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of performance review and compliance monitoring reports submitted to the Minister	Eight performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister	Two performance review and compliance monitoring reports submitted to the Minister

Subprogramme: Media Policy

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Transformed mainstream print and digital media, advertising and community media	Annual Transformation Report	Annual Transformation Report published by 31 March 2024	New indicator	New indicator	New indicator	MAC sector code reviewed and updated, and approved by the Minister in The Presidency	Annual Transformation Report published by 31 March 2024	Annual Transformation Report published by 31 March 2025	Annual Transformation Report published by 31 March 2026
	Print and Digital Media Transformation Charter	Print and Digital Media Transformation Charter developed and approved by 31 March 2024	New indicator	New indicator	New indicator	New indicator	Print and Digital Media Transformation Charter developed and approved by 31 March 2024	Print and Digital Media Transformation Report published by 31 March 2025	Print and Digital Media Transformation Report published by 31 March 2026

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Annual Transformation Report	Annual Transformation Report published by 31 March 2024	No target	MAC Charter Council publishes research on the state of the advertising industry	No target	Annual Transformation Report compiled and submitted to Minister by 31 March 2024
Print and Digital Media Transformation Charter developed	Print and Digital Media Transformation Charter developed and approved by 31 March 2024	No target	Draft Print and Digital Media Transformation Charter developed and approved by Minister for comments	Draft Print and Digital Media Transformation Charter published for comments and conduct public hearings	Final Print and Digital Media Transformation Charter submitted to Minister for approval and implementation by 31 March 2024

Explanation of planned performance over the medium-term period

Branch 2: Content Processing and Dissemination is where the content and distribution of GCIS programmes reside. Much of the current targets and for the previous years were based on the output of a task, as opposed to the outcome and impact that the citizen will derive. The CSA is tasked with capturing of content of all government programmes through radio, photographic and video services.

They are also act as the intermediary of government departments to media houses (print, digital, TV and radio). Due to the rapid changes that the media landscape has experienced in recent years, the team has now been tasked with conducting activities that will have a significant impact on citizens. An example include the number of people reached through various campaigns done by the Media Buying unit.

Another observation is that the teams are inundated with tasks, and this is not reflected as such on the APP. Therefore, in a case of where a number was used as a measure of output, and based on counting items without the view of where they will end up, the teams are now tasked with innovation to ensure that their products and activities end up on platforms for the ultimate aim of impacting the citizens.

This will also ensure close working relations with the digital media team, and a strengthened archiving capability from which content can be edited and be repurposed. In the 2022/23 financial year, the Marketing team coordinated and implemented a government exhibition that brings government products and services to the people. The success of this initiative has led to the decision to introduce a new indicator, and have these exhibitions more frequently

and spread out to various provinces of South Africa. Another new indicator is that of ensuring that the CSA team always strives to inform and educate government departments on the GCIS service offering in order to attract more clients.

The Chief Directorate: Policy and Research continues to guide government communication and tracks the public's trust towards government. The results inform government decision-making and suggest ways to reach more citizens through government programmes and projects. The Tracker study is conducted through independent research companies and measures public opinion on a range of government priority areas. It is the largest research project of the GCIS.

The unit also has the capability to conduct research for other national, provincial and local government departments, and does so using a panel of independent service providers. The Tracker will be conducted during two quarters in the coming period and ad hoc research projects for government institutions will be strengthened. The G-CET provides the department with an assessment tool of whether the departments are complying on communication protocols as outlined in the Government Communication Policy.

The G-CET system was introduced in 2020 in response to a Cabinet instruction for the GCIS to provide a dashboard report on the performance of communication units in government departments. It is part of a continuum of programmes and interventions to capacitate and professionalise the government communication system. Essentially, it is a monitoring and evaluation system that seeks to improve government communication outcomes and impact.

The chief directorate developed a data-capturing template to facilitate the process of harvesting and

analysing communication performance data from the identified 32 national government departments that report through the G-CET.

The tool measures the activity of each department in the delivery of their key campaigns. The work will be strengthened in the coming year by engaging with Premiers' offices to extend the monitoring in provinces. Knowledge Management provides library services and a knowledge base of government communication work to strengthen the work of communications. Knowledge workshops will be held to expand the skills base of government communications.

Print, broadcast and online media monitoring plays a crucial role in ensuring the GCIS remains abreast of issues in the media environment and is able to intervene when required. Similarly, media monitoring enables other government departments to remain informed of issues in the media environment that affect them and may require proactive or reactive communication.

The Communication Resource Centre (CRC) will continue to fulfil this role through its media monitoring service. The CRC will furthermore continue with the early morning SMS media headlines to ensure principals and communicators are abreast of developments in the media environment and are able to respond where required or communicate proactively.

In addition, the CRC will continue to produce key messages and talking points to ensure coherence and consistency in government communication. Related to this is the drafting of opinion pieces to ensure government's message is carried clearly in media. The Products and Platforms team has been working on innovation and increasing the reach of their

platforms. Digital Media is growing at a phenomenal rate in our country and is proving to be a medium with the highest penetration.

A challenge has been posed to the Digital Media unit to strive to increase the penetration of all the GCIS social media accounts as well as the websites (www.gcis.co.za and www.gov.za). The team is also instrumental in ensuring that government programmes are streamed live, which offers citizen a wider choice on how they can access government content.

The digital divide in our country cannot however be ignored, with over 27 million South Africans falling in the Rooted Realists segment, this population group still live in deep rural areas where broadband network is still a challenge and access to data is still unaffordable. Due to this stark reality, the flagship government publication, *Vukuzenzele*, will remain with a high print order to ensure that information still reaches the Rooted Realists segment.

The ultimate aim is to grow the digital downloads of *Vukuzenzele*, which is more cost-effective and can reach citizens more frequently. More digital forms of distribution are being explored. Similarly to the *PSM* and *SANews*, the impact will be derived on the number of downloads on the bulletins developed.

Over the next four years, the Chief Directorate: Media Policy will be required to render secretariat support services to the MAC Council as part of giving effect to socio-economic transformation in the sector by providing the Annual Monitoring Report or Annual Transformation Report which is tabled before the Minister in The Presidency, **the dtic**, B-BBEE Commission and the Presidency Advisory Commission on BEE. Some of the proposed support include the employment of a Secretariat, at Deputy Director level, to coordinate the work of MAC

Council. The GCIS will also conclude and monitor the implementation of the Print and Digital Media Transformation and Diversity Charter.

The process to review the MDDA Amendment Act to align it to key technological developments and good corporate governance practices as well as community media sustainability will be concluded in this period. The GCIS, in collaboration with the private sector, will establish a Policy and Regulatory Forum, to be attended by CEOs, which will ensure that there is an adequate policy and regulatory environment to discuss issues of common interest, address policy areas which have unintended negative consequences in the sector and to harmonise the communications environment.

Finally, the GCIS has embarked on a process to develop and conclude *White Paper Policy on Government Communications* during his period. The White Paper Policy aims to ensure that government communications in all spheres is mandatory, binding and enforceable to give effect to the country's constitutional obligation towards the empowerment of its citizens through information.

Programme Resource Consideration
Expenditure estimates

Programme 2: Content Processing and Dissemination	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Programme Management for Content Processing and Dissemination	2 399	2 342	2 562	4 155	4 263	4 453	4 652
Policy and Research	35 367	34 152	35 808	38 332	39 248	41 744	43 579
Products and Platforms	48 565	52 858	49 338	47 992	46 026	48 843	50 311
Communication Service Agency	53 473	109 857	100 466	55 738	74 529	76 217	79 382
Entity Oversight	246 509	215 828	250 480	259 582	261 822	272 910	285 484
Media Policy	3 547	1 302	1 414	3 948	2 120	2 114	2 194
Total	389 860	416 339	440 068	409 747	428 008	446 281	465 602
Change to 2021 budget estimate							
Economic classification							-
Current payments	149 108	202 012	192 094	153 347	169 403	176 517	183 865
Compensation of employees	92 114	96 076	97 727	101 871	102 658	107 603	112 876
Goods and services	56 994	105 936	94 367	51 476	66 745	68 914	70 989
of which:							
Advertising	1 745	55 730	45 940	2 457	22 148	22 263	22 390
Communication	3 092	2 762	5 224	3 792	3 359	3 401	3 408
Computer services	2 528	2 555	2 242	4 686	3 848	4 079	4 002
Agency and support/outsourced services	7 193	5 670	3 586	5 884	6 013	6 223	6 365
Travel and subsistence	8 213	5 898	5 439	6 034	6 258	6 802	7 424
Operating payments	24 362	28 861	26 644	20 773	20 029	20 789	21 595
Transfers and subsidies	239 792	212 248	246 753	255 139	256 565	267 953	279 957
Departmental agencies and accounts	239 709	211 780	246 378	254 944	256 565	267 953	279 957
Households	83	468	375	195	-	-	-
Payments for capital assets	946	2 054	1 213	1 261	2 040	1 811	1 780

Machinery and equipment	946	2 054	1 213	1 261	2 040	1 811	1 780
Payments for financial assets	14	25	8	-	-	-	-
Total	389 860	416 339	409 747	412 597	428 008	446 281	465 602

Details of selected transfers and subsidies	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Economic classification item							
Departmental agencies and accounts	239 709	211 780	246 378	254 944	256 565	267 605	279 957
Departmental agencies (non-business entities)	239 709	211 780	246 378	254 944	256 565	267 605	279 957
Current transfers	239 709	211 780	246 378	254 944	256 565	267 605	279 957
Brand South Africa	207 914	179 501	213 352	218 122	219 526	229 037	239 661
Media Development and Diversity Agency	31 795	32 279	33 026	36 822	37 039	38 568	40 296

9.3 Programme 3: Intergovernmental Coordination and Stakeholder Management

Programme purpose	Implementation of Development Communication, through mediated and unmediated communication and sound stakeholder relations and partnerships.
Outcome	3.1 Well functioning government communication system
	3.2 Informed and empowered citizens

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

- **Media Engagement** leads and drives interaction and communication between government and the media. Funding in this subprogramme will be used to ensure effective liaison between Ministers and the media; both domestically and internationally, as well as in Parliament manage ongoing media liaison services to government by providing government information; establishing, strengthening and maintaining working relationships with foreign media and independent media; and establishing relations with South African missions and parliamentary stakeholders with the view of disseminating government information and key targeted messages.
- **Cluster Communication** provides strategic communication, planning, coordination and support to clusters. It provides leadership and professional project management services for cluster communication campaigns.
- **PLL** ensures that the communication coordinating forums at provincial level are functional. The subprogramme implements outreach programmes to widen access of government programmes and policies to the public.

The subprogramme is also responsible for promoting Thusong Service Centres to the public, as well as ensuring that government departments send different print products and materials to these centres. The subprogramme also coordinates the Izimbizo programme of government in line with the DDM.

Subprogramme: Media Engagement

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Informed and empowered citizens	Engagements between government officials and senior journalists on government's key programmes in the NASP	Number of engagements between government officials and senior journalists on government's the PoA held	Held 19 engagements between government officials and senior journalists on government's PoA	Held 35 engagements between government officials and senior journalists on government's PoA	Held 32 engagements between government officials and senior journalists on government's PoA	24 engagements between government officials and senior journalists on government's key programmes in the NASP held	26 engagements between government officials and senior journalists on government's key programmes in the NASP held	26 engagements between government officials and senior journalists on government's key programmes in the NASP held	27 engagements between government officials and senior journalists on government's key programmes in the NASP held
	Percentage of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	Percentage of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	14 post-Cabinet media briefings were held	22 post-Cabinet media briefings were held	19 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings held	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year
	Media briefings based on request from government departments	Percentage of media briefings supported from requests received from government departments per year	90 media briefings conducted	100% (110 of 110) media briefings supported from requests received from government departments	100% (93 of 93) of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of engagements between government officials and senior journalists on government's key programmes in the NASP	26 engagements between government officials and senior journalists on government's key programmes in the NASP held	Eight engagements between government officials and senior journalists on government's key programmes in the NASP held	Six engagements between government officials and senior journalists on government's key programmes in the NASP held	Five engagements between government officials and senior journalists on government's key programmes in the NASP held	Seven engagements between government officials and senior journalists on government's key programmes in the NASP held
Percentage of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings
Percentage of media briefings supported from requests received from government departments per year	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments	100% of media briefings supported from requests received from government departments

Subprogramme: Clusters Communication

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Well-functioning government communication system	Engagements with Heads of Communication (HoCs)	Number of engagements with HoCs held	Four engagements with HoCs were held	Two engagements with HoCs held	Two engagements with HoCs held	Two engagements with HoCs held	Two engagements with HoCs held	Two engagements with HoCs held	Two engagements with HoCs held
	Internal Communicators' Forums (ICFs)	Number of ICFs held	Nine ICFs were held	10 ICFs held	13 ICFs were held	10 ICFs held	10 ICFs held	10 ICFs held	10 ICFs held
	Communication projects implemented aligned to the NCSF/MTSF/SoNA priorities	Number of communication projects implemented aligned to the NCSF/MTSF/SoNA priorities	New indicator	New indicator	New indicator	Four communication projects implemented aligned to the MTSF/SoNA priorities annual	20 communication projects implemented aligned to the MTSF/SoNA priorities	22 communication projects implemented aligned to the MTSF/SoNA priorities	25 communication projects implemented aligned to the MTSF/SoNA priorities
	Number of Cluster Communication engagements held	Five Cluster Communication engagements held	New indicator	New indicator	New indicator	New indicator	10 Cluster Communication engagements held	10 Cluster Communication engagements held	10 Cluster Communication engagements held
	Government communicators trained	Number of communication training opportunities availed across the communication system	New indicator	New indicator	New indicator	20 communication training opportunities availed across the communication system	25 communication training opportunities availed across the communication system	30 communication training opportunities availed across the communication system	35 communication training opportunities availed across the communication system

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of engagements with HoCs held	Two engagements with HoCs held	One engagement with HoCs held	-	One engagement with HoCs held	-
Number of ICFs held	10 ICFs held	Three ICFs held	Three ICFs held	Two ICFs held	Two ICFs held
Number of communication projects implemented aligned to the NCSF/MTSF/SoNA priorities	20 communication projects implemented aligned to the NCSF/ MTSF/SoNA priorities	Five communication projects implemented aligned to the NCSF/ MTSF/SoNA priorities	Five communication projects implemented aligned to the NCSF/ MTSF/SoNA priorities	Five communication projects implemented aligned to the NCSF/ MTSF/SoNA priorities	Five communication projects implemented aligned to the NCSF/ MTSF/SoNA priorities
Number of Cluster Communication engagements held	Five Cluster Communication engagements held	One Cluster Communication engagement held	One Cluster Communication engagement held	Two Cluster Communication engagements held	One Cluster Communication engagement held
Number of communication training opportunities availed across the communication system	25 communication training opportunities availed across the communication system	Seven communication training opportunities availed across the communication system	Six communication training opportunities availed across the communication system	Six communication training opportunities availed across the communication system	Six communication training opportunities availed across the communication system

Subprogramme: Provincial and Local Liaison

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2022/23	Medium-term targets		
			2019/20	2020/21	2021/22		Annual targets 2023/24	Annual targets 2024/25	Annual targets 2025/26
Informed and empowered citizens	Development Communication projects implemented aligned to the NCSF	Number of Development Communication projects aligned to the NCSF	1 737 Development Communication activations aligned to the Government Communication Programme (GCP) were conducted	1 817 Development Communication projects aligned to the GCP were conducted	2 342 Development Communication projects aligned to the GCP were conducted	Not less than 1 140 Development Communication projects aligned to the NCSF	Not less than 1 250 Development Communication projects implemented aligned to the NCSF	Not less than 1 350 Development Communication projects implemented aligned to the NCSF	Not less than 1 500 Development Communication projects implemented aligned to the NCSF
	Community and stakeholder liaison visits	Number of community and stakeholder liaison sessions/visits undertaken per year	1 900 community and stakeholder liaison visits undertaken	1 617 community and stakeholder engagement sessions/visits undertaken	1 718 community and stakeholder liaison visits undertaken	Not less than 1 140 community and stakeholder engagement sessions/visits undertaken per year	Not less than 1 250 community and stakeholder engagement sessions/visits undertaken per year	Not less than 1 350 community and stakeholder engagement sessions/visits undertaken per year	Not less than 1 500 community and stakeholder engagement sessions/visits undertaken per year
	Reports on support to the functioning of government communication system	Number of reports on support to the functioning of government communication system produced (provincial and local level), including the DDM	Produced four reports on support to the functioning of government communication system (provincial and local level)	Produced four reports on support to the functioning of government communication system (provincial and local level)	Four reports on support to the functioning of government communication system produced (provincial and local level)	Four reports on support to the functioning of government communication system produced (provincial and local level), including the DDM	Four reports on support to the functioning of government communication system produced (provincial and local level), including the DDM	Four reports on support to the functioning of government communication system produced (provincial and local level), including the DDM	Four reports on support to the functioning of government communication system produced (provincial and local level), including the DDM

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2023/24	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of Development Communication projects aligned to the NCSF	Not less than 1 250 Development Communication projects aligned to the NCSF	Not less than 300 Development Communication projects aligned to the NCSF	Not less than 300 Development Communication projects aligned to the NCSF	Not less than 300 Development Communication projects aligned to the NCSF	Not less than 300 Development Communication projects aligned to the NCSF
Number of community and stakeholder liaison sessions/visits undertaken per year	Not less than 1 250 community and stakeholder liaison sessions/visits undertaken	Not less than 300 community and stakeholder engagement sessions/visits undertaken	Not less than 300 community and stakeholder engagement sessions/visits undertaken	Not less than 300 community and stakeholder engagement sessions/visits undertaken	Not less than 300 community and stakeholder engagement sessions/visits undertaken
Number of reports on support to the functioning of the government communication system produced (provincial and local level)	Four reports on support to the functioning of the government communication system produced (provincial and local level)	One report on support to the functioning of the government communication system produced (provincial and local level)	One report on support to the functioning of the government communication system produced (provincial and local level)	One report on support to the functioning of the government communication system produced (provincial and local level)	One report on support to the functioning of the government communication system produced (provincial and local level)

Explanation of planned performance over the medium-term period

The Branch: Intergovernmental Coordination and Stakeholder Management will coordinate and lead the government communication system at national, provincial and local levels. This will be achieved through planned engagements with HoC and forums such as the Government Communicators' Forum as well as ICF meetings.

The Branch will avail training opportunities for government communicators in conjunction with the NSG. This will be supplemented by capacity building initiatives – facilitated by the Branch. Reports on the functioning of the government communication system will be compiled to assess the State, coherence and effectiveness of the system.

The Branch will also facilitate the planning and implementation of three priority campaigns on the ERRP, anti-corruption as well as GBVF – using the project management approach. The campaigns are aligned to the MTSF as well as the NCSF.

The campaigns will be coordinated under the established Communication Action Team. These campaigns will be implemented through a number of Development Communication projects (milestones, activities and events) at provincial level as well as multimedia activities at national level. Additional communication work will be around the implementation of the NCSF.

Community and stakeholder liaison visits form part of the work of the provincial offices of the Branch, which primarily seek to mobilise and reinforce a wide range of stakeholders to enhance the reach of government communication. These will be coordinated to leverage on communication opportunities emanating

from these engagements as well as continue to build the Branch's stakeholder database. The Branch also disseminates information products and key messages to stakeholders and communities, using a network of distribution points.

Part of the stakeholder engagements will include setting up engagements between government officials on government's PoA, as identified through the MTSF. This initiative will enhance the relationship with the media as well as ensure the content and messaging of government reaches the public through the media.

The Branch will also support media briefings coordinated by the respective lead departments on key government programmes. These will include support to the post-Cabinet media briefings – which communicate the decisions of the Executive to the public.

For the remainder of the Sixth Administration, the GCIS will strongly advocate and implement an Izimbizo Programme for members of the Executive as part of the implementation of the NCSF approved by Cabinet in October 2022. Izimbizo is an interactive, direct and unmediated communication platform that brings government closer to the people and promotes participatory democracy.

The proposed Izimbizo Programme is part of a suite of communication tools for principals to articulate messages around the priorities of government, as outlined in the 2023 SoNA as well as explain government interventions around energy challenges and other socio-economic issues the country is dealing with.

The proposed Izimbizo Programme will be guided by the Cabinet-approved NCSF theme: "Leave No One Behind". This is a rallying theme promoting

partnerships and building national consensus in transforming the country to improve the lives of all South Africans. The GCIS will work closely with HoCs in national departments, provinces and municipalities to coordinate the programme.

Starting from April 2023 onwards, the GCIS, in collaboration with CoGTA, will be planning an Imbizo for the President and Deputy President every two months. In addition, members of the Executive, through the Minister in The Presidency, will be requested to upscale their stakeholder outreach programmes so that they are able to hold Izimbizo at least once a month – whether virtually, in a town hall or a rural area.

Attention needs to be given to deep rural areas, the elderly, farmworkers, informal settlements and taxi/truck drivers, as well as settings where a high degree of vulnerability prevails due to their socio-economic situation.

Programme Resource Consideration
Expenditure estimates

Programme 3: Intergovernmental Coordination and Stakeholder Management	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Programme Management for Intergovernmental Coordination and Stakeholder Management	1 460	1 484	1 567	3 369	3 388	3 540	3 697
Provincial and Local Liaison	81 782	82 173	87 534	90 798	85 905	89 067	93 001
Media Engagement	16 818	16 019	17 024	17 747	16 155	16 871	17 796
Cluster Supervision (Human Development, Social Protection and Governance and Administration)	9 727	10 316	10 598	10 134	9 593	10 113	10 614
Cluster Supervision (Economic and Infrastructure, Justice and International)	8 322	7 988	8 730	8 554	8 609	8 873	9 305
Total	118 109	117 980	125 453	130 602	123 650	128 464	134 413
Change to 2021 budget estimate							
Economic classification							
Current payments	116 324	115 129	123 808	129 022	122 706	127 519	133 426
Compensation of employees	96 489	98 791	106 041	108 683	102 311	106 152	111 080
Goods and services	19 835	16 338	17 767	20 339	20 395	21 367	22 346
of which:							
Advertising	713	1 526	1 697	1 159	1 635	1 783	1 863
Communication	3 967	5 397	5 316	5 504	5 471	5 499	5 744
Contractors	1 211	419	616	869	1 082	1 082	1 131
Fleet services (including government motor transport)	1 750	2 646	1 822	1 365	1 401	1 401	1 464
Travel and subsistence	9 095	4 111	6 375	7 346	7 162	7 912	8 263
Operating payments	673	673	464	891	918	919	962
Transfers and subsidies	317	692	234	234	4	4	4
Departmental agencies and accounts	2	6	4	10	4	4	4
Households	315	686	230	281	-	-	-

Payments for capital assets	1 398	2 157	1 305	1 289	940	941	983
Buildings and other fixed structures	99	45	-	-	-	-	-
Machinery and equipment	1 299	2 112	1 305	1 305	940	941	983
Payments for financial assets	70	2	106	-	-	-	-
Total	118 109	117 980	125 453	130 602	123 650	128 464	134 413

10. KEY RISKS

Outcome	Key risks	Risk Mitigation
Improved governance and service excellence	Inadequate Digital Transformation for the GCIS	<ul style="list-style-type: none"> Develop the GCIS Digital Transformation Strategy. Provide training to system users. Implement IMS projects for the 2023/24 financial year.
	Outdated Corporate Strategy, including strengthened role of entities	<ul style="list-style-type: none"> Review GCIS Strategy for 2020 – 2025 to reconcile with stakeholder expectations, including the strengthened role of entities. Motivate for additional budget.
Informed and empowered citizens	Lack of consistency and coherent messaging prevents government from speaking in one voice	<ul style="list-style-type: none"> Publish content online from Products and Platforms Enhancement of online platforms, SAnews, <i>Vukuzenzele</i>, <i>SA.gov.za</i> and social media platforms to ensure that instant communication reaches all sectors of the population. Develop a Green Paper (as part of the <i>White Paper Policy</i>) on <i>Government Communications</i> to ensure that GCIS mandate is binding and enforceable in the three spheres of government (this will also provide Ministerial powers to issue directives and regulations that will result in coherence messages and communication priorities). Provision of government information to citizens in a multichannel environment to ensure that accurate and authentic instant communication reaches all sectors of the population. Provision of government information to underserved and poor citizens in areas not covered by mainstream content providers. Monitor the Implement the G-CET Model tool and report on government communication.
Transform mainstream print and digital media, advertising and community media.	Non-adherence to transformation targets by the lack of non-transformed MAC sector	<ul style="list-style-type: none"> Provide secretariat and financial support to enable the proper functioning of the MAC Charter Council. Appoint the MAC Charter Council members. Monitor the state of transformation compliance by the MAC sector.
Well-functioning government communication system	Inability to maintain coherence across the government communication system	<ul style="list-style-type: none"> Conduct induction of new entrants into the system. Train and capacitate communicators and executives. Promote the application of the communication baskets/multimedia toolkit approach. Strengthen relations with communicators.

11. PUBLIC ENTITIES

Name of Public Entity	Mandate	Key outputs
MDDA	The MDDA was set up in terms of the MDDA Act of 2002 to enable historically disadvantaged communities and individuals to gain access to the media. The mandate of the agency is to create an enabling environment for media development and diversity which reflects the needs and aspirations of all South Africans; redress the exclusion and marginalisation of disadvantaged communities and people from access to the media and the media industry; and promote media development and diversity by providing support primarily to community and small commercial media projects. The overall objective of the agency is to ensure that all citizens can access information in a language of their choice, and to transform media access, ownership and control patterns in South Africa.	<ul style="list-style-type: none"> • Unqualified audit opinion and managing financial performance • Research projects on key trends/developments impacting on community media sector • Community Media Digital Strategy implemented
Brand SA	Brand SA was established as a trust in 2002 and gazetted as a schedule 3A public entity in 2006, in accordance with the PFMA of 1999. Its purpose is to develop and implement a proactive and coordinated international marketing and communications strategy for South Africa, to contribute to job creation and poverty reduction, and to attract inward investment, trade and tourism.	<ul style="list-style-type: none"> • Unqualified audit opinion outcome obtained annually • Integrated marketing campaigns and Nation Brand reputational programmes implemented for strategic platforms both domestically and internationally • Collaborative activities with various stakeholders both domestically and internationally • Play Your Part ambassador engagements to amplify national priority pillars and constitutional awareness campaigns aimed at promoting social cohesion

12. INFRASTRUCTURE PROJECTS

There are no infrastructure projects.

13. PUBLIC-PRIVATE PARTNERSHIPS (PPPs)

There are no PPPs.

14. IMPLEMENTING THE DDM

In its endeavour to support and strengthen the DDM, the GCIS provincial and district offices will undertake DDM-related communication interventions in partnership with CoGTA and relevant departments. More support will be towards the President, Deputy President, Ministers and Deputy Ministers in The Presidency, key Ministries linked to the GCIS content strategy focus areas (GBVF, ERRP, job creation, local government and fight against crime and corruption), MECs, Premiers, District Executive Mayors and Mayors of priority local municipalities.

15. ABBREVIATIONS AND ACRONYMS

AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ASD	Assistant Director
CFO	Chief Financial Officer
CRC	Communication Resource Centre
CSA	Communication Service Agency
D	Director
DD	Deputy Director
DDG	Deputy Director-General
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
EIE	Economic, Investment and Employment
GCIS	Government Communication and Information System
GCME	Government Communication Monitoring and Evaluation
GCP	Government Communication Programme
G-CET	Government Communication Excellence Tool
NCSF	National Communication Strategy Framework
HoC	Head of Communication
HR	Human Resources
ICF	Internal Communicators' Forum
ICTS	International Cooperation, Trade and Security
IMS	Information Management System
IM&T	Information Management and Technology
JCPS	Justice, Crime Prevention and Security

MANCO	Management Committee
MDDA	Media Development and Diversity Agency
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
PLL	Provincial and Local Liaison
PFMA	Public Finance Management Act
PoA	Programme of Action
PSM	<i>Public Sector Manager</i>
QPR	Quarterly Performance Report
SAYB	<i>South Africa Yearbook</i>
SoNA	State of the Nation Address
SPPMR	Strategic Planning, Performance Monitoring and Reporting
WIMS	Ward Information Management System

16. CONTACT DETAILS

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Ms Liezel Cerf

Director: Parliamentary Services

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DEPARTMENTAL TECHNICAL INDICATOR DESCRIPTORS (TIDs)



government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

Programme 1: Administration

Programme performance indicators Subprogramme 1.1: Human Resources

1.1.1 Percentage of untrained MMS members enrolled on the MDP

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of untrained MMS members enrolled on the MDP
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	MMS members shall be capacitated with management and leadership development skills
Assumptions: Factors that are accepted as true and certain to happen without proof	MMS members shall be skilled in line with the Management Advancement Programme
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	<ul style="list-style-type: none"> • 50% of women MMS • 3% of youth MMS • 0.5% of MMS with disabilities
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	50% of the targeted training implemented
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Targeted percentage for training is calculated based on the number of MMS members
Source/collection of data: Describes where the information comes from and how it is collected	Approved Management Advancement Plan
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative

Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief Directorate: HR
Who is responsible for collecting the data?	Director (D): HRD
Who is responsible for checking and verifying the data captured?	Chief Director (CD): HR
Means of verification (evidence)	Proof of enrolment
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	MDP for members of the MMS is dependent on NSG having a minimum number of 20 people to constitute a class
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: HR

1.1.2 Percentage of SMS members enrolled for the Leading Innovation in the Public Service

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of SMS members enrolled for the Leading Innovation in the Public Service Programme
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	SMS members shall be capacitated with leadership development skills on the Leading Innovation in the Public Service Programme
Assumptions: Factors that are accepted as true and certain to happen without proof	SMS members shall be skilled in line with the Leading Innovation in the Public Service Programme

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	<ul style="list-style-type: none"> • 50% of women SMS • 2% of youth SMS • 0% of SMS with disabilities
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of the targeted training implemented
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Targeted percentage for training is calculated based on the number of SMS members
Source/collection of data: Describes where the information comes from and how it is collected	Approved Leadership Development Plan
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief Directorate: HR
Who is responsible for collecting the data?	D: HRD
Who is responsible for checking and verifying the data captured?	CD: HR
Means of verification (evidence)	Proof of enrolment
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Leading Innovation in the Public Service is dependent to the NSG having a minimum number of 20 people to constitute a class
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: HR

Subprogramme 1.2: Information Management and Technology

1.2.1 Number of digitisation projects implemented

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of digitisation projects implemented
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	IM&T/Digitisation Projects that are implemented for the achievement of the Digital Transformation of GCIS
Assumptions: Factors that are accepted as true and certain to happen without proof	Resources (Human and Financial) will be available to implement the IM&T/Digitisation projects
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Three digitisation projects implemented
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of three digitisation projects
Source/collection of data: Describes where the information comes from and how it is collected	IMS projects' quarterly progress reports presented to the IM&T Steering Committee IT projects' quarterly progress reports as presented to the IM&T Steering Committee
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief Directorate: IM&T
Who is responsible for collecting the data?	D: IT and D: IMS
Who is responsible for checking and verifying the data captured?	CD: IM&T
Means of verification (evidence)	Minutes of MANCO meeting where the Digital Transformation Strategy was approved
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The data is qualitative in the form of a document
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: IM&T

1.2.2. Percentage of IT Infrastructure Availability (Disaster Risk Reduction)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	IT infrastructure availability
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Reflects the availability of the IT infrastructure (SITA Network and Transversal Systems and GCIS Email and systems) as a percentage
Assumptions: Factors that are accepted as true and certain to happen without proof	SLAs with SITA and IT Service Providers are in place to ensure the availability, maintenance and support of the GCIS IT Infrastructure.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A

Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	95% availability of IT Infrastructure (SITA Network and Transversal Systems and GCIS Email and Systems)
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Availability of the IT Infrastructure as a percentage
Source/collection of data: Describes where the information comes from and how it is collected	Network and Transversal Systems Availability reports from SITA and the Availability of the GCIS Internal Systems from the Directorate: IT
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: IM&T
Who is responsible for collecting the data?	DD: Network Specialist
Who is responsible for checking and verifying the data captured?	Director: IT
Means of verification (evidence)	IT Infrastructure Availability Report presented to the IM&T Steering Committee
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: IM&T

Subprogramme 1.3: Chief Financial Officer

1.3.1 % budget spent on designated groups and/or locations

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	% budget spent on designated groups and/or locations
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Goods and services shall be procured from the designated groups across the nine provinces
Assumptions: Factors that are accepted as true and certain to happen without proof	The RDP goals on transformation are applied on each Request for Quotation (RFQ) and tender, and there is no fronting done by the service providers
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	<ul style="list-style-type: none"> • Women • Youth • PWDs • SMMEs located in rural and township areas • SMMEs located in cities and or urban areas
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To achieve 40% spending on women-owned businesses and 20% spending on other targeted groups businesses within the geographical location
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Calculated on actual spending on the targeted groups against the operational budget (excluding CoE, Head Office accommodation, security for head office, cleaning contract for head office, municipal services, Transfers & Subsidies, and IT equipment).
Source/collection of data: Describes where the information comes from and how it is collected	Central Supplier Database (CSD) reports; B-BBEE Certificate; SBD6.1, B-BBEE verification certificate and any other information that the department may require as evidence in tenders and or RFQs that may be issued.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	SCM and OCFO
Who is responsible for collecting the data?	DD: SCM
Who is responsible for checking and verifying the data captured?	D: SCM and CFO
Means of verification (evidence)	Supplier Performance Management System (SPMS); B-BBEE Verification Certificate
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	CSD Reports; B-BBEE Certificate; SBD6.1; proposals from suppliers – if suppliers do not submit proposals or meet the requirements on advertised RFQs and tenders.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	DDGs are responsible for targeting and procuring from designated groups as the GCIS's procurement process is decentralised. CFO is responsible for reporting on the indicator.

1.3.2 Unqualified audit with no material findings

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Unqualified audit with no material findings
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The whole network of systems e.g. delegations, policies, procedures, people, and technology, designed by management to give assurance that there are effective internal controls and risk management practices in the pursuit and attainment of the organisational objectives.
Assumptions: Factors that are accepted as true and certain to happen without proof	The department has robust internal control systems that are institutionalised and supported through governance structures that exercise oversight over the various elements/ sections that contribute towards combined assurance.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	NA

Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	A clean audit outcome with no matters of emphasis in finance or performance information
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Unqualified audit opinion issued by AGSA
Source/collection of data: Describes where the information comes from and how it is collected	Management reports issued by AGSA
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Strategic Planning, Performance Monitoring and Reporting (SPPMR)
Who is responsible for collecting the data?	DD: SPPMR
Who is responsible for checking and verifying the data captured?	Chief Director: SPRMPMR
Means of verification (evidence)	Proof of tabling of the APP, Strategic Plan and Annual Report (as applicable)
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Access to the internet
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: SPRMPMR supported by CD: HR and CFO

Programme 2: Content Processing and Dissemination

Subprogramme 2.1: Products and Platforms

2.1.1 Number of print copies and online editions of *Vuk'uzenzele* newspaper produced

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of print copies and online editions of <i>Vuk'uzenzele</i> newspaper produced
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<p>The production and publishing of the newspaper to communicate government programmes and policies to Rooted Realists (segment 1), City Seekers (segment 2), Metro Mobiles (segment 4) who are LSM 1-6 and a smaller proportion to Safely Suburban (segment 3) LSM 7-8. All these segments are communities residing in rural and urban areas.</p> <p>The newspaper is full of news and advice on socio-economic opportunities created by government.</p>
Assumptions: Factors that are accepted as true and certain to happen without proof	Production of the newspaper will take place without any delays from service providers
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To produce the targeted number of 10.2 million print copies and 22 online editions of the newspaper as planned by end of the financial year
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of copies produced annually
Source/collection of data: Describes where the information comes from and how it is collected	The Directorate: Vuk'uzenzele determines how many copies should be printed per edition published. The contracted service provider is responsible for providing reports on how many copies were printed for every edition submitted to them as per agreement with the GCIS.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative

Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Vuk'uzenzele
Who is responsible for collecting the data?	D: Vuk'uzenzele
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Print edition: Invoice and printer's report received from service providers. Invoices are received a month after an edition was published. Online edition: Editions of <i>Vuk'uzenzele</i> newspaper published on www.vukuzenzele.gov.za/archives .
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The unit relies on the printer's report and invoices from third parties and beyond our control
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.2 Number of Government service delivery TV channel broadcasting

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of government service delivery TV channel broadcasting
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The TV programme will sensitise members of the public about government programmes and progress on commitments made by government
Assumptions: Factors that are accepted as true and certain to happen without proof	Speedy approval of the broadcasting licence application

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Timeous approval of the broadcasting licence
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the approved broadcasting licence
Source/collection of data: Describes where the information comes from and how it is collected	Confirmation of receipt of the broadcasting licence approval
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	CD: CSA DDG: Content Processing and Dissemination
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: CSA DDG: Content Processing and Dissemination
Who is responsible for collecting the data?	D: MP
Who is responsible for checking and verifying the data captured?	D: MP
Means of verification (evidence)	Proof of approved broadcasting licence
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Non-approval of the broadcasting licence
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.1.3 Number of online editions of *PSM* magazine published annually

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of online editions of <i>PSM</i> magazine published annually
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<i>PSM</i> magazine targets middle to senior managers in the Public Service
Assumptions: Factors that are accepted as true and certain to happen without proof	No delays will be experienced in publishing the magazine
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To produce the targeted editions (11) as planned
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of editions published on the GCIS website
Source/collection of data: Describes where the information comes from and how it is collected	Content used is from articles which originate from official websites and government documents such as statements, reports, Bills, etc. Media briefings and interviews with various officials.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Vuk'uzenzele
Who is responsible for collecting the data?	D: Vuk'uzenzele
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Editions of <i>PSM</i> magazine published on the GCIS website. http://www.gcis.gov.za/content/resource_centre/news_and_mags/public_sector_magazine
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	GCIS website inaccessible
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.4 Number of GCIS print products distributed

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of GCIS print products distributed
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Distribution of print products produced by the GCIS. These products include <i>Vuk'uzenzele</i> newspaper.
Assumptions: Factors that are accepted as true and certain to happen without proof	There will be no delays in printing of the products
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A

Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	12 editions of <i>Vuk'uzenzele</i> newspaper
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of number of products distributed
Source/collection of data: Describes where the information comes from and how it is collected	The data comes from the distribution strategy and requests for distribution services by other units
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Vuk'uzenzele
Who is responsible for collecting the data?	Directorate: Vuk'uzenzele
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Proof of deliveries and service providers' invoice
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Late submission of invoices and proof of delivery by service providers, which might result in reporting on a number without the evidence being immediately available.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.5 Percentage of language services requests completed

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of language services requests completed
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	To provide editing, proofreading, translation, and content development services to the GCIS and as per client (departmental) requests
Assumptions: Factors that are accepted as true and certain to happen without proof	All requests will be completed to the clients' satisfaction
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% language service requests completed
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	The number of requests received is calculated against the number of requests completed in order to get to the overall percentage achieved
Source/collection of data: Describes where the information comes from and how it is collected	GCIS requests
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Content Development
Who is responsible for collecting the data?	<ul style="list-style-type: none"> • DD: SAYB • DD: Language Services • D: Content Development
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	<ul style="list-style-type: none"> • Register of service requests received. • Evidence of GCIS-approved requests completed.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Human error in calculating the language services requests received and completed
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.6. Number of stories on key government programmes and activities published on SAnews

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of stories on key government programmes and activities published on SAnews
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	SAnews, the South African Government News Agency, writes stories and feature articles, informing the public and the media at large, on government programmes and priorities, and the implementation thereof, via coverage of the latter on the website: www.SAnews.gov.za
Assumptions: Factors that are accepted as true and certain to happen without proof	Assuming that government articulates its programmes and priorities, as seen in the SoNA, as a starting point.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A

Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	SAnews publishes five days a week, however, weekend coverage of major events, especially relating to the President, important deaths – are all seen as coverage that cannot be missed on a weekend for a news agency. This will be seen as an over achievement of the target.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the number of stories published on any given day. Updates on previously published stories will also be counted as separate/new stories because they will be presenting new information.
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> • SAnews website: <i>www.SAnews.gov.za</i> • Content Management System (CMS) back end • IT stats – from CMS back end
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: News Service
Who is responsible for collecting the data?	D: News Service
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	The actual number of stories, counted from the CMS and back end of SAnews website. Actual number of stories will be stored on Sharepoint as evidence each month.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	SAnews website and CMS does not work
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.7. Percentage Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum of 20 posts a day

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage Engagement Rate on GCIS-managed social media platforms to maintain not less than 180 million screens reached on a minimum of 20 posts a day
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator is intended to show the number of times content on the GCIS-managed social media pages appears on digital screens
Purpose/importance: Explains what the indicator is intended to show and why it is important.	The number of screens reached on social media is an indicator of the audiences seeing posts and content
Assumptions: Factors that are accepted as true and certain to happen without proof	Regularly updated social media pages resulting in views of content
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	80 million screens reached on GCIS-managed social media platforms
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Calculation of indicator will be done with system reports of GCIS run social media accounts
Source/collection of data: Describes where the information comes from and how it is collected	Platform system reports

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Digital Media
Who is responsible for collecting the data?	D: Digital Media
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	System reports
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Inability to access to system reports could prevent or limit reporting
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.8. Number of page updates per day to maintain not less than 54 million page views on *www.gov.za* and other key government websites

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of page updates per day to maintain not less than 54 million page views on <i>www.gov.za</i> and other key government websites
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator is intended to show the number of times content pages on the <i>www.gov.za</i> website and other key government websites are updated
Assumptions: Factors that are accepted as true and certain to happen without proof	The <i>www.gov.za</i> website and other key government websites updated by content managers to provide access to government information

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	12 million screens reached per quarter; 48 million screens reached annually
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Calculation of indicator will be done with system reports of <i>www.gov.za</i> website
Source/collection of data: Describes where the information comes from and how it is collected	System reports of <i>www.gov.za</i> website
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Digital Media
Who is responsible for collecting the data?	D: Digital Media
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	System reports of <i>www.gov.za</i> website
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Inability to access to system reports could prevent or limit reporting
INDICATOR RESPONSIBILITY	

Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms
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2.1.9. Percentage increase in new followers growth across GCIS-managed social media platforms

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage increase in new followers growth across GCIS-managed social media platforms
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator is intended to show an increase (growth) in the percentage of new followers on the GCIS-managed social media platforms
Purpose/importance: Explains what the indicator is intended to show and why it is important.	The percentage of new followers on GCIS-managed social media platforms is an indicator that intends to reach a wider audience of the population on government information
Assumptions: Factors that are accepted as true and certain to happen without proof	Regularly updated social media pages resulting in views of content
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	5% new followers growth across GCIS-managed social media platforms
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Calculation of indicator will be done with system reports of GCIS run social media accounts
Source/collection of data: Describes where the information comes from and how it is collected	Platform system reports

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Digital Media
Who is responsible for collecting the data?	D: Digital Media
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	System reports
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Inability to access system reports could prevent or limit reporting
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

Subprogramme 2.2: Policy and Research

2.2.1 Number of cluster reports on perceptions of government priorities produced and approved by MANCO

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of cluster reports on perceptions of government priorities produced and approved by MANCO
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Tracks public perception on government performance and information needs for the communication clusters

Assumptions: Factors that are accepted as true and certain to happen without proof	All research activities would be completed on time
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Produce 10 cluster reports annually and presented or shared with relevant stakeholders
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the actual reports produced and presented at MANCO/EXCO meetings
Source/collection of data: Describes where the information comes from and how it is collected	Research datasets – tracker, ad-hoc research in line with government priorities, Ipsos, Government Performance Barometer and Socio-Political Trends, Ipsos syndicate buy-in and other research findings obtained
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Research and Knowledge Management
Who is responsible for collecting the data?	D: Research and Knowledge Management
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	Actual cluster reports produced and proof of submission to MANCO/EXCO
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Delayed availability of datasets
INDICATOR RESPONSIBILITY	

Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research
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2.2.2 Percentage of requested key messages produced (excluding weekends, public holidays and holiday periods)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of requested key messages produced (excluding weekends, public holidays and holiday periods)
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<p>Key messages are statements that succinctly communicate government's stance on issues affecting it and the country.</p> <p>Key messages extract prominent aspects of a government programme, issue or report and are used to contribute to consistency in government communication.</p>
Assumptions: Factors that are accepted as true and certain to happen without proof	All requests will be produced
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of key messages requests produced
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of key messages produced calculated against the number of key messages requested to determine the percentage achieved
Source/collection of data: Describes where the information comes from and how it is collected	Background, supporting and briefing documents, including complementary desktop research, inform the key messages.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative

Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: CRC
Who is responsible for collecting the data?	D: CRC
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	<ul style="list-style-type: none"> • Spreadsheet of the number of key messages requests received. • Key messages produced. • Proof of completed requests sent to clients.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Insufficient supporting documentation supplied and human error in the capturing of information on the spreadsheet
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

2.2.3 Percentage of requested opinion pieces produced (excluding weekends, public holidays and holiday periods)

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of requested opinion pieces produced (excluding weekends, public holidays and holiday periods)
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Opinion pieces convey government's view on topical issues in the media environment that affect it and the country
Assumptions: Factors that are accepted as true and certain to happen without proof	All requests will be produced

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of opinion pieces produced
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of opinion pieces produced calculated against the number of requests to determine the percentage achieved
Source/collection of data: Describes where the information comes from and how it is collected	Background, supporting and briefing documents, including complementary desktop research, inform opinion pieces
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: CRC
Who is responsible for collecting the data?	D: CRC
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	<ul style="list-style-type: none"> • Spreadsheet of the number of opinion pieces requests received. • Opinion pieces produced. • Proof of completed requests sent to clients.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Insufficient information to draft opinion pieces
INDICATOR RESPONSIBILITY	

Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research
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2.2.4 Number of self-initiated opinion pieces produced

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of self-initiated opinion pieces produced
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Opinion pieces convey government's view on topical issues in the media environment that affect it and the country
Assumptions: Factors that are accepted as true and certain to happen without proof	All self-initiated opinion-pieces will be produced
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	42 self-initiated opinion pieces produced
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the number of self-initiated opinion pieces produced
Source/collection of data: Describes where the information comes from and how it is collected	Background, supporting and documents, including complementary desktop research, inform opinion pieces

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: CRC
Who is responsible for collecting the data?	D: CRC
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	<ul style="list-style-type: none"> • Spreadsheet of the number of self-initiated opinion pieces produced. • Opinion pieces produced. • Proof of completed self-initiated opinion pieces sent to clients.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Insufficient information to draft opinion pieces
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research

2.2.5 Number of biannual monitoring and evaluation G-CET reports on communication in government produced

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of biannual monitoring and evaluation G-CET reports on communication in government produced
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Reports to be presented at MANCO/EXCO meetings on communication in government
Assumptions: Factors that are accepted as true and certain to happen without proof	All information to complete the reports will be available from government departments

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Two biannual G-CET reports on communication in government to be produced and presented at MANCO/ EXCO meetings
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of four reports produced and presented at MANCO/EXCO meetings
Source/collection of data: Describes where the information comes from and how it is collected	Information comes from various communication units in government
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Government Communication Monitoring and Evaluation (GCME)
Who is responsible for collecting the data?	D: GCME
Who is responsible for checking and verifying the data captured?	CD: Policy and Research
Means of verification (evidence)	Two biannual G-CET reports produced and presented at MANCO/EXCO meetings
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Late submissions from departments and non-reporting of project information
INDICATOR RESPONSIBILITY	

Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Policy and Research
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Programme performance indicators
Subprogramme 2.3: Communication Service Agency

2.3.1 Percentage of approved media-buying campaigns implemented

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of approved media-buying campaigns implemented
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Implementation of the media bulk-buying component of multimedia communication campaigns on behalf of national government institutions involving the procurement of advertising space in the media. 1. “Approved communication campaign” means a campaign where the media buying schedule has been approved by the client, funds deposited in the GCIS Suspense Account and orders generated for suppliers for the implementation of the campaign. 2. “Implemented communication campaign” means a campaign which has been flighted, verified, proof of flighting received but is not yet completed as the invoices might not have been received from suppliers.
Assumptions: Factors that are accepted as true and certain to happen without proof	The GCIS will implement campaigns as per client department request
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To implement targeted campaigns as planned. (60% of approved media-buying campaigns implemented).
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of campaign requests implemented is calculated against the number of campaigns approved in order to get an overall percentage

Source/collection of data: Describes where the information comes from and how it is collected	A register of all campaigns briefed to the GCIS is kept. The information comes as requests from client departments but mostly emails.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Buying
Who is responsible for collecting the data?	D: Media Buying
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	<ul style="list-style-type: none"> • Spreadsheet of all requests received and approved. • Proof of placement and flighting for all media-buying campaigns that have been implemented.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Human error in capturing data
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.2 Number of national government Campaigns reaching not less than 15 million people

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of national government campaigns reaching not less than 15 million people
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This refers to the estimated total number of people reached through the use of various media platforms when implementing the three key government priority campaigns and the 30 years of democracy (freedom) campaign

Assumptions: Factors that are accepted as true and certain to happen without proof	The GCIS will implement campaigns as per client department request
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	16 national campaigns reaching 15 million people quarterly and annually
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Performance data per platform will be used in order to ascertain the estimated total reach for the campaign. The performance data per platform will be added together in order to get the total reach per campaign.
Source/collection of data: Describes where the information comes from and how it is collected	This data will be derived from various research sources such as Telmar, Nielsen and other sources. Media planners have access to the performance data on Telmar and some of the data will be received from media owners directly.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Media Buying
Who is responsible for collecting the data?	D: Media Buying
Who is responsible for checking and verifying the data captured?	D: Media Buying
Means of verification (evidence)	Performance reports from the various sources and media owners
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Unaudited data from some of the media owners
INDICATOR RESPONSIBILITY	

Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA
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2.3.3 Number of audiovisual content products (photography/video) developed to profile national events, government programmes and The Presidency on various platforms

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of audiovisual content products (photography/video) developed to profile national events, government programmes and The Presidency on various platforms
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<p>Audiovisual content products derived from coverage of events and/or footage acquired in order to disseminate government messages/programmes via audiovisual platforms.</p> <p>*An audiovisual product is a product derived from photographs and/or videos shot, edited and compiled into a single product rather than individual photos or video shots.</p> <p>* Audiovisual platforms include (but not limited to) digital media (websites, youtube, social media,etc), mainstream media (TV, online media, etc). The platforms used per product will depend on the nature of the product.</p>
Assumptions: Factors that are accepted as true and certain to happen without proof	Photographic and video equipment will be available; as well as HR capacity
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100 audiovisual products produced
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Count of all audiovisual products produced

Source/collection of data: Describes where the information comes from and how it is collected	Requests are briefed to the Traffic Management unit by clients which in turn briefs the Video and Photographic units. The units submit weekly reports of all the video and photographic shoots undertaken; and audiovisual products produced during the week. The data is then captured on a register of completed products.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Production
Who is responsible for collecting the data?	D: Media Production
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	<ul style="list-style-type: none"> • Spreadsheet of all completed products • Screenshots of audiovisual products produced
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Photographic and Video units
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.4 Number of radio products used to inform citizens through differentiated formats

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of radio products used to inform citizens through differentiated formats

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Production of radio news bulletins, adverts, phone-in programmes and audio recordings of government programmes/messages that can be disseminated in one or more formats on one or more audio platforms. *Formats may include (but not limited to) adverts, podcasts, audio clips, phone-in programmes *Platforms may include (but not limited to) commercial and community radio stations, podcast platforms, social media
Assumptions: Factors that are accepted as true and certain to happen without proof	Radio equipment and HR capacity will be available
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Achievement of targeted performance: 600 radio products disseminated through one or more platforms
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of all radio products produced
Source/collection of data: Describes where the information comes from and how it is collected	Requests are briefed to the Traffic Management unit by clients which in turn briefs the Radio unit. The unit submits weekly reports of all the radio products produced during the week. The data is then captured on a register of completed products.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Production
Who is responsible for collecting the data?	D: Media Production

Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Spreadsheet of radio production. Audio recordings of radio products.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Radio unit
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.5 Percentage of graphic designs completed and approved based on client requests

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of graphic designs completed and approved based on client requests
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The layout and design of print and electronic products done by the GCIS Graphic Design unit
Assumptions: Factors that are accepted as true and certain to happen without proof	The Design unit will be fully capacitated to deal with requested graphic design services
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	75% of graphic designs completed and approved based on clients' requests
CALCULATION AND REPORTING	

Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of all graphic designs completed against the number of requests received
Source/collection of data: Describes where the information comes from and how it is collected	Requests are briefed to the Traffic Management unit by clients which in turn briefs the Graphic Design unit. The unit submits weekly reports of all the designs produced during the week. The data is then captured on a register of completed products.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Production
Who is responsible for collecting the data?	D: Media Production
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	<ul style="list-style-type: none"> • Spreadsheet of all designs produced. • Proof of actual Graphic Design products.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Graphic Design unit
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.6 Number of marketing initiatives to increase awareness of GCIS services and offerings

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of marketing initiatives to increase awareness of GCIS services and offerings

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The number (quantity) of marketing activities marketing GCIS services and offerings
Assumptions: Factors that are accepted as true and certain to happen without proof	Self-initiated marketing activities will be implemented to market GCIS services and offerings
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Implement self-initiated marketing activities to market GCIS services and offerings
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	On a marketing register
Source/collection of data: Describes where the information comes from and how it is collected	It comes from the Marketing and Distribution unit's initiatives to implement marketing activities
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Marketing and Distribution
Who is responsible for collecting the data?	Senior Secretary: Marketing and Distribution
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Marketing register

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Lack of marketing budget
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.7 Number of government exhibitions integrating government services to citizens coordinated

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of government exhibitions integrating government services to citizens coordinated
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Exhibitions coordinated
Assumptions: Factors that are accepted as true and certain to happen without proof	That there is budget to implement exhibitions
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four exhibitions will be coordinated
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Marketing register
Source/collection of data: Describes where the information comes from and how it is collected	

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate : Marketing and Distribution
Who is responsible for collecting the data?	DD: Marketing
Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Marketing register
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Lack of a marketing budget
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

Programme performance indicators
Subprogramme 2.4: Entity Oversight

2.4.1 Number of performance review and compliance monitoring reports submitted to the Minister

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of performance review and compliance monitoring reports submitted to the Minister
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Monitor strategic alignment, governance and compliance matters of public entities reporting to the Minister in The Presidency to ensure sustainability and viability. The report will focus on operations, governance and financial model of public entities

Assumptions: Factors that are accepted as true and certain to happen without proof	All public entities will provide all relevant information as required
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Eight performance review and compliance monitoring reports submitted to the Minister
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of performance review and compliance monitoring reports of public entities submitted to the Minister
Source/collection of data: Describes where the information comes from and how it is collected	Quarterly performance reports from public entities and analysis reports
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: SPPMR
Who is responsible for collecting the data?	D: SPPMR
Who is responsible for checking and verifying the data captured?	Chief Director: SPRMPMR
Means of verification (evidence)	Actual reports and proof of submission to the Minister
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	

Indicator owner: Identifies who is responsible for managing and reporting the indicator	Chief Director: SPRMPMR
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Programme performance indicators
Subprogramme 2.5: Media Policy

2.5.1 Annual Transformation Report published

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Annual Transformation Report published
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The MAC Charter Council has to measure the state of transformation in the sector, (including all seven elements set-out in the B-BBEE Act of 2003), are monitored and reported through an Annual Monitoring Report which is published and submitted to Ministers in The Presidency and the dtic, the B-BBEE Commission and the Presidential Advisory Committee on BEE.
Assumptions: Factors that are accepted as true and certain to happen without proof	All transformation information required to complete the report will be available
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	All vulnerable groups will be beneficiaries as per the targets set out in the MAC Sector Code
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Compliance with transformation targets by all measured companies from the smallest to the Johannesburg Stock Exchange listed company
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the Annual Transformation Report
Source/collection of data: Describes where the information comes from and how it is collected	MAC Charter Council provides the information. This is done after the MAC Council conduct audits of transformation of all marketing, advertising and communication companies, through oral, presentation and written submission made to the Council.

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Media Policy
Who is responsible for collecting the data?	CD: Media Policy
Who is responsible for checking and verifying the data captured?	CD: Media Policy
Means of verification (evidence)	MAC Charter Council's Annual Transformation Report published and submitted to Minister
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Media Policy

2.5.2 Print and Digital Media Transformation Charter developed and approved by 31 March 2024

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Print and Digital Media Transformation Charter developed and approved by 31 March 2024
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The Print and Digital Media Transformation companies to commit to the implementation of transformation in the sector, including all seven elements set out in the B-BBEE Act, 2003 (Act 53 of 2003).
Assumptions: Factors that are accepted as true and certain to happen without proof	All transformation information required to complete the report will be available

Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	All vulnerable groups will be beneficiaries as per the targets sets out in the Transformation Charter
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Transformation Charter published for implementation and adherence by the sector
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the Print and Digital Transformation Charter
Source/collection of data: Describes where the information comes from and how it is collected	GCIS as well as Print and Digital Media Transformation and Revitalisation Steering Committee
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Media Policy
Who is responsible for collecting the data?	CD: Media Policy
Who is responsible for checking and verifying the data captured?	CD: Media Policy
Means of verification (evidence)	Print and Digital Media Transformation Charter published
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Media Policy

Programme 3: Intergovernmental Coordination and Stakeholder Management

Programme performance indicators

Subprogramme 3.1: Media Engagement

3.1.1 Number of engagements between government officials and senior journalists on government's key programmes in the NASP held

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of engagements between government officials and senior journalists on government's key programmes in the NASP held
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Meetings coordinated by the GCIS on behalf of government where senior officials meet and interact with media groupings such as the SABC, Newzroom Afrika, eNCA, Power FM and international media houses and platforms. The officials are HoCs within client departments. The processes of identifying the need for engaging with the media include three types of engagements with media, namely: Type 1: Projects and campaigns. Type 2: Assessment of the media environment. Type 3: Need for continuous building of relationships.
Assumptions: Factors that are accepted as true and certain to happen without proof	Media groupings and government officials will be available for the engagements
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Engagements (26) with the media held as planned
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the number of engagements between government officials and senior journalists held as planned

Source/collection of data: Describes where the information comes from and how it is collected	For media engagement type 1 and 2: Send the meeting requests indicating the purpose of the meeting and conduct the meetings. It can either be the Assistant Director (ASD), DD and Director within the Directorate: Media Engagement. For media engagement type 3: Develop a MANCO Memo to inform them about the engagement between Cabinet and either the SANEF or Press Gallery Association and SADC Media Awards.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Domestic Media Engagement and Directorate: International Media Engagement
Who is responsible for collecting the data?	DD: Media Engagement
Who is responsible for checking and verifying the data captured?	D: Media Engagement
Means of verification (evidence)	Attendance register/report for online meetings (Skype and other virtual systems)
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Cancellation of the meetings
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	D: Media Engagement and D: International Media Engagement

3.1.2 Percentage of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Format and issue the statements and/or hold media briefings emanating out of Cabinet meetings held
Assumptions: Factors that are accepted as true and certain to happen without proof	Post-Cabinet briefings will be held as planned
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To issue the statement and/or hold a media briefing emanating out of a Cabinet Meeting held
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of a post-Cabinet media statement following a media briefing
Source/collection of data: Describes where the information comes from and how it is collected	From the GCIS Media Liaison emails that result from the statements issued using that email address
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Engagement
Who is responsible for collecting the data?	D: Media Engagement D: Parliamentary Office
Who is responsible for checking and verifying the data captured?	CD: Media Engagement

Means of verification (evidence)	Post-Cabinet Statement or media briefing attendance register
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

3.1.3 Percentage of media briefings supported from requests received from government departments per year

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of media briefings supported from requests received from government departments per year
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator measures media briefings hosted by the Media Engagement unit from requests received from various departments to communicate with the general public
Assumptions: Factors that are accepted as true and certain to happen without proof	The GCIS Media Engagement unit will always be available to host media briefings
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of media briefings supported from requests received from government departments per year
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Count the number of media briefing requests received from government departments over the number of requests supported by the Media Engagement unit

Source/collection of data: Describes where the information comes from and how it is collected	All requests from government departments are captured in a spreadsheet that is collated monthly
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Media Engagement
Who is responsible for collecting the data?	D: Media Engagement
Who is responsible for checking and verifying the data captured?	CD: Media Engagement
Means of verification (evidence)	Media briefing requests spreadsheet, proof of issuing the advisories to the media and from government departments
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

Subprogramme 3.2: Cluster Communication

3.2.1 Number of engagements with HoCs held

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of engagements with HoCs held

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The engagements with the HoCs is a strategic forum to ensure communication is aligned and integrated to support the implementation of the NCSF
Assumptions: Factors that are accepted as true and certain to happen without proof	All national HoCs will attend the forum
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Two engagements with the HoCs
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the number of engagements with the HoCs; held twice a year
Source/collection of data: Describes where the information comes from and how it is collected	The process of identifying the need for engagement is aligned with the NCSF programme
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Biannually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief Directorate: Cluster Communication – Economic, Investment and Employment (EIE); Infrastructure Development; International Cooperation, Trade and Security (ICTS) and Justice, Crime Prevention and Security (JCPS)
Who is responsible for collecting the data?	D: Cluster Support (EIE, Infrastructure Development, ICTS and JCPS)
Who is responsible for checking and verifying the data captured?	CD: Cluster Communication (EIE, Infrastructure Development, ICTS and JCPS)

Means of verification (evidence)	Minutes and attendance registers or virtual meeting report or audio recording for engagement with the HoCs
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Cancellation of the planned forums or unavailability of key stakeholders
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication (EIE, Infrastructure Development, ICTS and JCPS)

3.2.2 Number of ICFs held

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of ICFs held
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	An internal government communication system for public servants. (See page 11 of the <i>Government Communicators' Handbook</i> for the definition of government communication system). To continually make public servants aware about government's programmes and disseminate important information they should know, using the ICF.
Assumptions: Factors that are accepted as true and certain to happen without proof	All invited officials will attend the ICF
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	10 ICFs held
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of 10 ICFs held

Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> Information from the Internal Communication Coordinator in the GCIS. Emails, communiqués, SharePoint and ICFs, bulk SMS, website, reports, minutes of forums and from departmental communicators.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Cluster Support - Governance, State Capacity and Institutional Development (GSCID) and Social Protection, Community and Human Development (SPCHD)
Who is responsible for collecting the data?	ASD: Internal Communications Coordinator
Who is responsible for checking and verifying the data captured?	D: Cluster Support
Means of verification (evidence)	Attendance registers/virtual meeting report and minutes
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The GCIS depends on content and products shared by government departments, as well as their active participation and cooperation in order to execute this function
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	D: Cluster Support: GSCID and SPCHD

3.2.3 Number of communication projects implemented aligned to the MTSF/SoNA priorities

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of communication projects implemented aligned to the MTSF/SoNA priorities
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Annually the chief directorates: Cluster Communication initiate and implement key campaigns that are linked to the MTSF priorities. This is done in conjunction with or without lead departments.

Assumptions: Factors that are accepted as true and certain to happen without proof	Information needed to initiate the communication campaigns will be available. Participation by communicators and/or GCIS products and platforms.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four communications campaigns initiated aligned to MTSF priorities
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of four communication campaigns
Source/collection of data: Describes where the information comes from and how it is collected	MTSF and/or Cluster Communication programmes
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Biannually
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief directorates: Cluster Communication
Who is responsible for collecting the data?	DDs: Project managers
Who is responsible for checking and verifying the data captured?	Directors: Cluster Support
Means of verification (evidence)	Progress Report

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Lack of content and support from communicators and/or GCIS products and platforms
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	Chief directors: Cluster Communication

3.2.4 Number of communication training opportunities availed across the communication system

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of communication training opportunities availed across the communication system
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator aims to report on the number of communication training provided to government communicators per year to ensure that the State has skilled public servants committed to the public and capable of consistently delivering high-quality services.
Assumptions: Factors that are accepted as true and certain to happen without proof	Government communicators will attend communication training opportunities created as per the GCIS's annual training plan
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	20 training opportunities created per year
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of created communication training opportunities against the GCIS annual training plan
Source/collection of data: Describes where the information comes from and how it is collected	The Directorate: Government Communication Training and Development determines what communication training opportunities to be created for which recipients. The directorate is responsible for the development of reports against the annual training plan.

Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Government Communication Training and Development
Who is responsible for collecting the data?	D: Government Communication Training and Development
Who is responsible for checking and verifying the data captured?	CD: Cluster Communication – GSCID and SPCHD and Training
Means of verification (evidence)	Formal report (feedback) and attendance registers/virtual report of the government communication training opportunities created
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> • Incomplete registers. • Postponement/cancellation of training by the targeted trainees which is beyond the control of the department. • Connectivity challenges during online training. • Effects of lockdown restrictions.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Cluster Support

3.2.5 Number of Cluster Communication engagements held

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of Cluster Communication engagements held
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Periodically, the GCIS engages communicators on strategic matters such as issues in the communication environment; the NCSF consultation and implementation as well as the latest communication research and campaigns. At times the Minister in The Presidency is invited to provide political direction to communicators and the GCIS.

Assumptions: Factors that are accepted as true and certain to happen without proof	Government communicators attending the session. Minister being available to provide political direction.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	Not applicable
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Five Cluster Communication engagements held per year
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	A simple count of the number of Cluster Communication engagements held. These could be physical or virtual meetings.
Source/collection of data: Describes where the information comes from and how it is collected	Invitations to Cluster Communication engagements or minutes of meetings or attendance registers
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Cluster Communication
Who is responsible for collecting the data?	D: Cluster Communication
Who is responsible for checking and verifying the data captured?	CD: Cluster Communication
Means of verification (evidence)	Invitations to Cluster Communication engagements or minutes of meetings or attendance registers
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Non-attendance of Cluster Communication engagements by communicators

INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication

Subprogramme 3.3: Provincial and Local Liaison

3.3.1 Number of Development Communication projects aligned to the NCSF

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of Development Communication projects aligned to the NCSF
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Development Communication project is a method of providing communities with information in a manner that enables them to use that information to improve their lives through various platforms such as community media, seminars, workshops, door-to-door visits and taxi-and-mall activations. The NCSF indicates communication projects based on the NASP and Cluster Communication strategies.
Assumptions: Factors that are accepted as true and certain to happen without proof	Communities will use the information provided to them
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Targeted performance as planned. Not less than 1 250 Development Communication activations implemented

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	<ul style="list-style-type: none"> Two Development Communication projects per month per Senior Communication Officer (SCO) and two Development Communication activations per Regional Communication Coordinator (RCC) per month. Each Project Exit Report captured on the WIMS is counted monthly and quarterly. Project Proposal captured by RCC/SCO three days before the project start date. Project proposal approved by the DD before implementation. Project Exit report captured on the WIMS seven days after the event and approved by the DD on WIMS seven days after capturing
Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> Capturing of Development Communication projects on WIMS. Development Communication projects captured and reported on WIMS by SCO and RCC and then consolidated by provinces and head office. Information derived from government departments and GCIS clusters but also emanates from community and stakeholder liaison visits, izimbizo of principals and the Government Cluster Communication System.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: PLL
Who is responsible for collecting the data?	Provincial directors
Who is responsible for checking and verifying the data captured?	CD: PLL
Means of verification (evidence)	Approved WIMS exit reports, and its supporting evidence to the Exit Report, such as pictorials with captions or Local Communication Activity Report; recordings/pictorials for radio paid slots; broadcast report or confirmation letter from community radio stations or recordings for online engagements
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> The only limiting factor could be human error in capturing the data on WIMS. Cancellation and postponement of Development Communication activations by other stakeholders. Technical errors on WIMS.

INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PLL

3.3.2 Number of community and stakeholder liaison sessions/visits undertaken per year

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of community and stakeholder liaison sessions/visits undertaken per year
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<ul style="list-style-type: none"> Community stakeholder liaison is an involvement of CBOs, NGOs, community media, local business and government, including local municipalities. Conduct community liaison sessions/visits to do environmental assessments, distribute government information, meet with local stakeholders relevant to the work of government. Daily engagements with various stakeholders and Thusong Service Centre structures. Sessions via social-media platforms (Zoom/Skype/Google hangouts, WhatsApp chat groups) teleconference meetings.
Assumptions: Factors that are accepted as true and certain to happen without proof	Communities and stakeholders will be available
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	To achieve the targeted performance as planned; not less than 1 250 stakeholder and community liaison sessions/visits in a year
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	All the sessions/visits undertaken are calculated and reported on WIMS. To be captured on WIMS by the RCC/SCO seven days after the meeting date. The DD to approve within seven days after the RCC/SCO has captured the meeting.

Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> Sessions via social-media platforms (Zoom/Skype/Google hangouts, WhatsApp, Chat groups) teleconference meetings. Reports/minutes from stakeholders' meetings. Community and stakeholder meetings and liaison online sessions/visits captured on WIMS. Distribution reports captured on WIMS.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: PLL
Who is responsible for collecting the data?	Provincial directors
Who is responsible for checking and verifying the data captured?	CD: PLL
Means of verification (evidence)	Exit reports on the stakeholder liaison sessions/visits conducted and captured on WIMS and with its supporting evidence, in the form of attendance registers or minutes or, Report Back template (only if the attendance register cannot be provided) or screen captures of the WhatsApp and Zoom/Skype meetings.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> Internet disruptions Cancelled/postponed stakeholder meetings. Under-reporting.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PLL

3.3.3 Number of electronic *My District Today* newsletters published per year

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of electronic <i>My District Today</i> newsletters published per year

Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Focuses on the number of electronic <i>My District Today</i> newsletters published on the GCIS website
Assumptions: Factors that are accepted as true and certain to happen without proof	The GCIS website will always be available to publish the newsletter
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	47 electronic <i>My District Today</i> newsletters published
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of published <i>My District Today</i> newsletters
Source/collection of data: Describes where the information comes from and how it is collected	Information of past events in and around the nine provinces is collated by SCOs into draft articles and sent to the Head Office for consolidation of all the approved articles into the newsletter
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: PLL
Who is responsible for collecting the data?	Provincial directors: PLL
Who is responsible for checking and verifying the data captured?	D: Programme Support
Means of verification (evidence)	<i>My District Today</i> newsletters published on the GCIS website

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> Lack of HR capacity. Layout and design not completed in time, depending on the availability of designers in the Chief Directorate: CSA.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PLL

3.3.4 Number of reports on support to the functioning of government communication system produced (provincial and local level) including the DDM

GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of reports on support to the functioning of government communication system produced (provincial and local level) including the DDM (Refer to page 11 of the <i>Government Communicators' Handbook</i> for the definition of "government communication system".)
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<ul style="list-style-type: none"> Dissemination of government content throughout the system (content including key messages, factsheets, communication strategies, Questions and Answers and other government communication content-rich documents/products). Participation in government communication forums (District Communicators' Forum, Provincial Communicators' Forum, where applicable clusters). Measures the extent to which the GCIS has been able to cascade government information to all platforms available.
Assumptions: Factors that are accepted as true and certain to happen without proof	Information to complete all the reports on functioning of government communication will be available
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> Target for women Target for youth Target for PWDs 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Ability to produce all four quarterly reports on the functioning of the intergovernmental communication system within the prescribed period
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of four reports on support to the functioning of government communication system produced

Source/collection of data: Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> • HoCs in provincial departments and municipalities. • Copies of communication strategies, messages and themes and media statements from lead departments and the GCIS but also through the cluster communication process. • Integrated development plans.
Calculation type: Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Chief Directorate: PLL
Who is responsible for collecting the data?	Provincial directors: PLL
Who is responsible for checking and verifying the data captured?	D: Programme Support
Means of verification (evidence)	<ul style="list-style-type: none"> • Copies of the quarterly report on support to functioning of the intergovernmental system. • Minutes of the either Branch, MANCO or EXCO.
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: PLL



To deliver effective strategic government communication; set and influence adherence to standards and coherence of message and proactively communicate with the public about government policies, plans, programmes and achievements.



**government
communications**

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