



PART 1:

OVERALL PERFORMANCE: THE STRATEGIC ROLE OF THE GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM (GCIS) IN SOUTH AFRICA'S DEVELOPMENTAL AGENDA

Voted funds	Main appropriation R'000	Adjusted appropriation R'000	Actual amount spent	Over/under-expenditure
Medium Term Expenditure Framework (MTEF) allocation	R546 184	R550 184	R522 329	R27 855
Statutory appropriation	-	-	-	-
Responsible Minister	Minister in The Presidency: Performance Monitoring, Evaluation and Administration			
Administering department	GCIS			
Accounting Officer	Chief Executive Officer (CEO): GCIS			

Aim of vote

GCIS aims to provide a comprehensive communication service on behalf of government. This will involve the majority of South Africans in governance, reconstruction and development, nation-building and reconciliation.

Summary of programmes

The department is organised into eight programmes:

1. *Administration*: responsible for management and provides support services to the department.
2. *Policy and Research*: conducts research to assess how government meets the public's communication needs and monitors media coverage of government programmes from a communication perspective.
3. *Government and Media Liaison*: promotes the integration of communication plans and assesses their implementation by departments and clusters and ensures that the coordinating forums are effective; provides strategic leadership in the development of departmental and provincial communication strategies informed by the National Communication Strategy (NCS); ensures that communication policy guidelines are used to improve government communication; ensures that the media are informed promptly of government's programmes; and provides comprehensive and coherent media and government liaison services.
4. *Provincial Coordination and Programme Support*: strengthens the system of government communication and implements development communication through sound stakeholder relations and partnerships to ensure that the public is informed about government policies and programmes to improve their lives.



5. *Communication Service Agency*: provides core communication services to GCIS and other government departments, both in-house and through outsourcing.
6. *International Marketing and Media Development*: markets South Africa internationally and promotes local media development and diversity.
7. *Government Publication*: creates a communication vehicle that provides the public with information on economic and other opportunities and how these can be accessed.
8. *Communication Resource Centre*: monitors and assesses international media coverage of the country as part of GCIS' leadership in the strategic communication of government.

GCIS and government's Medium Term Strategic Framework (MTSF)

GCIS is mandated to provide strategic leadership in government communication, and to develop and coordinate a communication framework that ensures that the public is informed and has access to government programmes and policies.

South Africa's fourth democratic elections in April 2009 ushered in a new administration with a five-year electoral mandate. The newly elected Government set out its strategic objectives and targets in the MTSF. This framework, along with the President's June 2009 State of the Nation Address (SoNA), underpinned the work of GCIS during the reporting period.

The 2009 – 2014 MTSF presents government's strategic priorities over the five-year period. It emphasises the need for a growth path that will address structural constraints in the economy, expand the industrial base and create work opportunities on a large scale. Specific priorities and programmes aimed at achieving the MTSF objectives during the 2009/10 period were highlighted in the 2009 Programme of Action (PoA). The GCIS 2009 – 2012 Strategic Plan is aligned to the MTSF and the PoA.

The 10 key MTSF priorities are as follows:

- speed up growth and transform the economy to create decent work and sustainable livelihoods
- a massive programme to build economic and social infrastructure
- a comprehensive rural development strategy linked to land and agrarian reform and food security
- strengthen the skills and human resource base
- improve the health profile of all South Africans
- intensify the fight against crime and corruption
- build cohesive, caring and sustainable communities
- pursue African advancement and enhanced international cooperation
- sustainable resource management and use
- build a developmental state, improve public services and strengthen democratic institutions.

The department's strategic plan was developed to give expression to the central theme of the 2009 SoNA: Working together, we can do more.

Strategic objectives

The goals of GCIS as presented in the Strategic Plan covering this period were as follows:

1. Provide strategic leadership in government communication

GCIS will develop an NCS framework that will inform and drive communication priorities linked with the electoral mandate and based on the MTSF. It will provide leadership in the development of effective departmental and provincial communication strategies that are aligned to the NCS framework and driven by the priorities of government's PoA. GCIS will also develop a five-year core message for the communication of key government programmes, review policy guidelines for the government-wide communication system and support departments' communication units.

2. Strengthen the government-wide communication system for effectiveness and proper alignment

GCIS will enhance existing coordinating forums by using them as strategic planning forums. It will train and guide departments to establish their own communication units, develop and implement a training programme to improve the skills of government communicators and pay increased attention to the development of communication systems in local government.

3. Communicate with and inform the public about the policies and programmes of government to improve their lives

GCIS will use research to ensure that communication is targeted, responsive and relevant to the information needs of the people. It will develop and effectively utilise communication products and services to better meet government's and the public's information needs. GCIS will also promote a participatory democracy.

4. Learn and explore methods and practices to enhance communication

GCIS will use research to explore new platforms for communication and assess the impact of communication products and services. This will entail subscribing to external research, promoting new media and developing an integrated knowledge and information management system.

5. Lead and guide the domestic and international marketing of South Africa

GCIS will guide Brand South Africa in developing the country's brand in line with government's vision. It will also build consensus and mobilise government in support of the country's marketing initiative.

6. Build partnerships with strategic stakeholders in pursuit of GCIS' vision

GCIS will build and sustain networks and strategic partnerships to enhance and support the effective communication of government policies and programmes. This includes supporting the implementation of government-wide access to information, encouraging the transformation and diversity of the media in South Africa and building relations with the media to effectively communicate government messages.

7. Ensure the optimal functioning of GCIS through integrating and aligning organisational processes and systems

GCIS will ensure compliance with relevant legislation and Cabinet directives; develop and implement a human resource strategy to realise the mandate of GCIS; implement a focused project management discipline and adhere to best practices for internal and government-wide campaigns and projects; ensure effective strategic business planning and performance monitoring in line with the requirements of the PFMA, 1999; ensure effective use of information and communications technologies (ICTs); and provide an effective oversight role to public entities.

Overview of the service-delivery environment for 2010/11

During the year, government adopted an outcomes-based performance monitoring and evaluation system, which is based on the election manifesto and the MTSF. The outcomes approach will ensure that government's work focuses on improving the lives of citizens. The approach will also help track the progress made by government in achieving results to inform its annual planning, monitoring and evaluation process.

Early in 2010, Cabinet approved 12 outcomes that collectively address the main strategic priorities of government. GCIS was identified as a key delivery partner for Outcome 12: an efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship. As a result, GCIS geared up for contributing to this outcome by updating its Strategic Plan for 2011 – 2014, which was approved by Parliament in March 2011, while continuing to implement the recommendations of the review of the government-wide communication system.

South Africa hosted the 2010 FIFA World Cup™ during the year under review, and GCIS played a key role in coordinating the communication initiatives in the lead-up to and during the event. Details of the department's involvement follow in sections below.



Overview of the organisational environment for 2010/11

GCIS experienced changes in leadership during 2010/11, including the appointment of a deputy minister and a new CEO.

In reviewing the work of GCIS over the past 10 years, the findings reflect a critical capacity shortage in content development and analytical skills. Where such capacity has been recruited, it has been a challenge to retain them as GCIS is unable to compete with the private sector or similar organisations within the communication industry in attracting and retaining relevantly skilled employees.

In line with the recent GCIS and government-wide communication system review, GCIS has reflected on its current organisational structure following a review of its corporate strategy priorities. The primary objective is to align the current structure with the new priorities to minimise structural imbalances and optimise the use of our human capital to help GCIS achieve its mandate.

As a result, the department developed new strategic documents, which were presented to and approved by Parliament. While not affecting the year under review, the documents set out plans to restructure the organisation and improve its ability to deliver on its mandate.

Key achievements in 2010/11

The National Communication Strategy framework

The NCS forms the basis by which GCIS informs and drives the communication priorities linked to the MTSF. The strategy was approved by Cabinet in 2009 and is updated annually to ensure that it remains relevant and highlights the communication priorities that may have arisen during the year. The strategy also aims to ensure that provincial and local communication strategies align to government communication priorities, and that they are uniform and implemented collectively.

During 2010/11, GCIS made regular presentations on the NCS to provincial and district forums. This led to the development of 4 054 development communication projects that reached over 17 million people. Through the Government Communicators' Forum, GCIS coordinated the development of 27 departmental communication strategies, which resulted in an average of five key messages weekly.

GCIS compiled and disseminated communication environment and media content analysis reports, which were presented at various forums and were used to inform communication around key events, such as the 2010 FIFA World Cup™, the Public Service strike and the attacks on foreign nationals.

2010 FIFA World Cup™

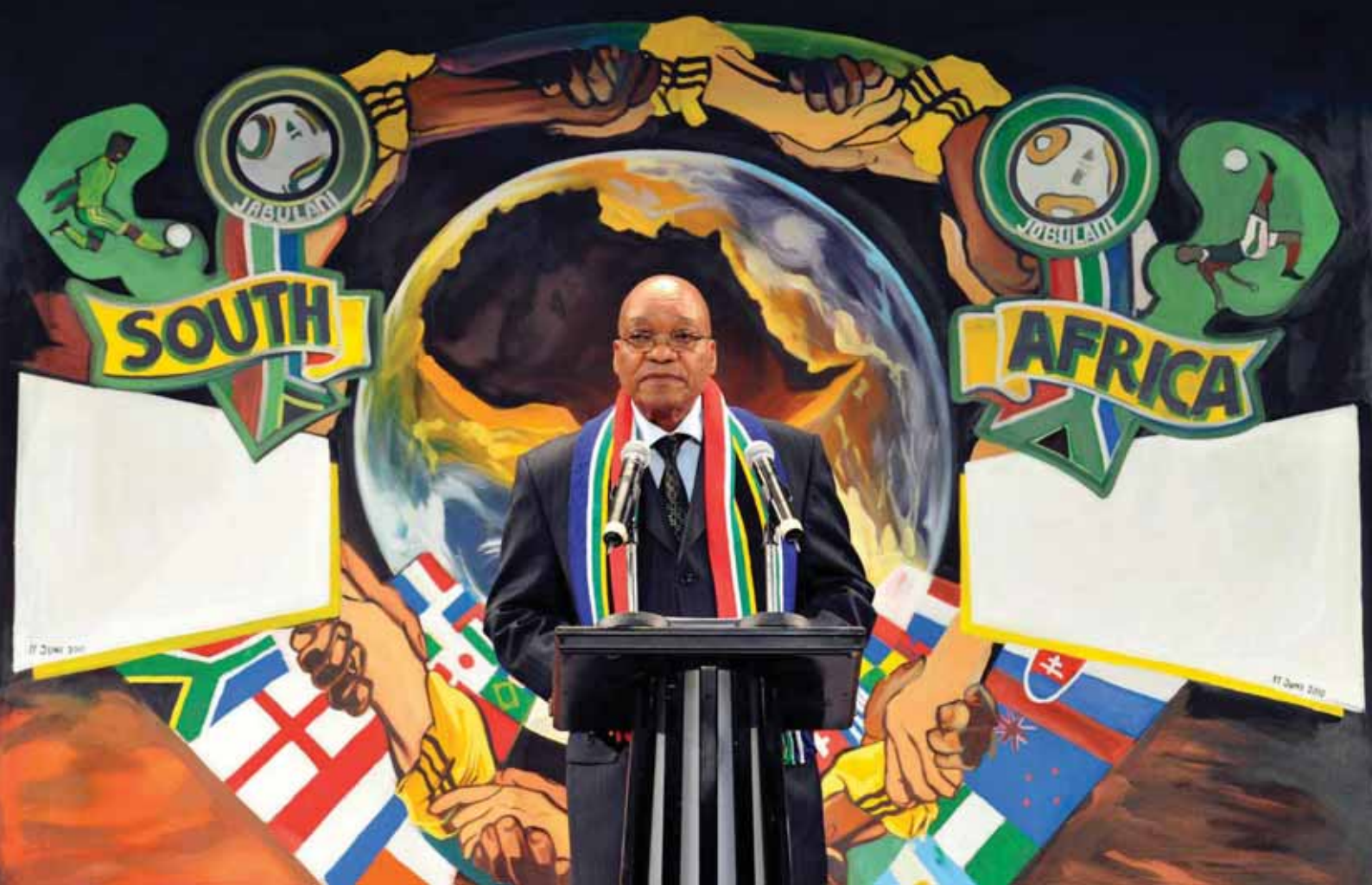
In terms of the communication operation underlying the 2010 FIFA World Cup™, this landmark event saw the culmination of years of collaboration between GCIS and national departments, as well as between government communicators and the communication structures of FIFA and the Organising Committee (OC).

Within government, the effort had over many years been directed at ensuring that the country as a whole would optimise the invaluable communication opportunity presented by the biggest event in the world, and at a time of unprecedented ICT.

Government – and government communicators, especially – understood that the global importance of the event was derived most importantly from the scale of exposure resulting from mass media interest in the event, and set out to exploit this opportunity and satisfy the diverse demands of national and world media.

During the year under review, communicators representing the various guarantee departments and host cities worked closely with FIFA and the OC to showcase broader socio-economic development in the country alongside the specific preparations for the FIFA World Cup.





This collaboration was also directed at mobilising ordinary South Africans behind the event, to build national pride and to help South Africans internalise the scale of international interest in the country, and the importance of ordinary people acting as good and efficient hosts.

This collaboration also informed a series of visits to fellow African states whose teams participated in the tournament.

In addition, GCIS served as the Secretariat to the National Communication Partnership of public- and private-sector communicators. The partnership included the International Marketing Council (IMC), SA Tourism, the 2010 OC, Proudly South African and a range of other organisations whose marketing and communication activities were streamlined for the World Cup communication strategy.

GCIS worked with Sport and Recreation South Africa, The Presidency and all the guarantee departments on public events and other communication opportunities that included:

- a roadshow in March 2010 to various West and North African states that participated in the tournament
- the official 100 Days and 50 Days countdown events
- the official opening of the central terminal at OR Tambo International Airport
- the last Football Friday event held at The Presidency
- the editing and preparing of the official government technical report detailing government's performance on the 17 guarantees





- a range of media conferences before, during and after the event
- operating the central communication centre for government, which also housed the central crisis communication operation in partnership with the OC and the FIFA communication team.

GCIS also developed and maintained the World Cup government website, which provided South Africans and international visitors with accurate and up-to-date information related to the event. The website was also available as a “mobisite”, so that information could be accessed on mobile phones.

GCIS commissioned and analysed research into public opinion on South Africa and Africa in the context of the tournament. This research was presented to communicators and the Inter-ministerial Committee to allow them to assess the communication environment and public opinion nationally and internationally.

In essence, the research reflects overwhelmingly positive developments in international perceptions of South Africa and of the continent as a whole. This applies as much to the country's performance as host country for the event, as to the continent's and country's prospects for development.

Increased engagement with the media

As GCIS has been building partnerships with strategic stakeholders, as a strategic objective and in pursuit of its vision, the department increased its engagement with its media partners during the year. This included meeting with the South African National Editors' Forum about focused issues of mutual interest with the aim of strengthening relationships. The department also held briefings with the Foreign Correspondents' Association to ensure that all foreign correspondents were informed of the plans of government and the country.

Training government communicators

GCIS, in partnership with the Public Administration Leadership and Management Academy, is developing a long-term qualification for communicators. While this is in progress, the department has facilitated the delivery of interim courses in media engagement and communication strategy development to government communicators. During 2010/11, nine national departments were trained, including six directors-general and 99 senior managers. In addition, two members of the executive council and 112 provincial communicators received this training. At local government level, 173 people, including mayors, members of the mayoral committee, councillors and other officials received training.

Media buying, advertising and marketing

- The biggest and most successful achievement for the Media-Buying, Advertising and Marketing unit has been the reinvention and realignment of media-buying operations from an outsourced approach (through an agency) to an in-house model, with limited resources in a very short time.
- The unit booked 153 campaigns between 1 September 2010 and 31 March 2011 and 233 for the 2010/11 financial year.
- The value of media booked for the 2010/11 fiscal year totalled R163 million.



Vuk'uzenzele



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

Tracker research shows that *Vuk'uzenzele* continues to gain popularity. More than eight in 10 of those who have received the magazine have read it and one in 10 have reported paging through it. Additionally, 54,3% of those who have read or paged through the magazine said that they found it useful. GCIS is working on a strategy to optimise this publication.

Thusong Service Centres

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

GCIS, in partnership with various organisations and individuals, has put systems and mechanisms in place to ensure that the public has consistent access to information on programmes, policies and opportunities. During the year, GCIS implemented 4 056 local development communication projects, reaching 17,5 million people directly and through



community media platforms, particularly community radio. Local GCIS teams, mostly based in Thusong Service Centre districts, paid 6 060 visits to communities to deliver on these projects and distributed 1 145 007 government information products.

A total of 15 Thusong Service Centres were established in 2010/11, bringing the number of operational centres to 165. More than 40 joined-up mobile units were aligned to this network of centres. Over five million South Africans were serviced through the centres in the past year, although the underreporting of statistics by centre managers remains a challenge.



The Public Administration Leadership and Management Academy trained about 1 000 government employees serving in centres in excellent customer care, and 200 centre managers were trained in advanced management development. A total of 45 centres were rebranded with the new Thusong branding to make them more accessible and visible to the communities that use them. GCIS held a national Thusong Service Centre repositioning workshop with stakeholders from national, provincial and local government to explore ways of maximising access to government services and information.

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

Key policy developments and legislative changes

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

Departmental revenue, expenditure and other specific topics

Details on the collection of revenue, planned versus actual expenditure, transfer payments and the asset management plan are detailed in the Report of the Accounting Officer in the annual financial statements.