

# Strategic Plan for the Medium-Term Period: 2012 – 2017

Presented by GCIS Executive  
09 March 2012



government  
communications

Department:  
Government Communication and Information System  
**REPUBLIC OF SOUTH AFRICA**

# Presentation outline

<b>Topic/ Task</b>	<b>Speaker</b>
1. The Mandate	Jimmy Manyi
2. Corporate Strategy: 2012 – 2017	Jimmy Manyi
3. Highlights : 2011/12	Jimmy Manyi
4. Strategic Objectives	Vusi Mona
5. Alignment to Government's Outcomes	Nebo Legoabe
6. Organisational Structure	Nebo Legoabe
7. Core programmes	Deputy CEOs
8. Financial management: 2012/2015	Phumla Williams
9. New Head Office	Phumla Williams
10. Concluding Remarks	Jimmy Manyi

# 1. The Mandate

## Our primary role

- Provides **strategic leadership** in government communication
- **Coordinates a government communication system** that ensures that the public is informed about govt's policies, plans & programmes



# The Mandate: Public Entity

**Lead and guide Media Development & Diversity Agency (MDDA)**

**The MDDA focuses on promoting advocacy for media development and diversity, developing partnerships, managing stakeholders and providing grant and seed funding for community and small commercial media**



# Vision, Mission, Values

## Vision

- **The pulse of communication excellence in Government.**

## Mission

- Provide professional services, set and influence adherence to standards for effective government communication system. Drive coherent government messaging, proactively communicate with the public about government policies, plans and programmes and achievements.

## Values

- Professionalism, diversity, openness & transparency, innovation, and honesty & integrity.

## 2. Corporate Strategy

### Strategic Overview

- Record & reputation of success.
- Socio-political & technological environment shape climate GCIS operates in.
- Public perception – citizens demanding greater govt intervention.
- Build up to 20 years of democracy.
- Entrench practice of media bulk buying & maximise buying power.
- Experimentation with new technologies.
- Relocation to new business hub.
- Range of content-driven initiatives.

### Focus remains the five national priorities

Creation of decent work to ensure sustainable livelihoods

Improved quality of basic education

Healthcare for all South Africans

Reduction of crime

Rural dev, land reform & food production & security

# Situational analysis

## Challenges

1. Public perceptions on govt performance on five priorities
2. Cluster/client relations
3. Limited fiscal resources
4. Uneven skills in communication
5. Office space constraints
6. Inefficient media bulk buying.

## Responses

1. Communicate more what has been achieved
2. Improved stakeholder engagement (Cluster Supervision)
3. Reprioritisation
4. Credit-bearing qualification
5. New office premises
6. In-house media buying for government.

### 3. Highlights: 2011/12

- ➔ Government Communication Strategy approved by Cabinet
- ➔ Aggressive SoNA campaign
  - Billboards
  - Post-SoNA cluster briefings
  - Post-SoNA stakeholder seminars by Cabinet Ministers
- ➔ Communication support for COP 17
- ➔ Hosted the IBSA editors forum
- ➔ Hosted the first engagement between the Deputy President (Leader of Government Business) and the Press Gallery Association.
- ➔ Introduced non-Cabinet week media briefings
- ➔ Re-configured Vuk'uzenzele and increased its print run and frequency
- ➔ Launched *Public Sector Manager* magazine
- ➔ Created *GovComms* newsletter for government communicators
- ➔ Greater uptake by media of GCIS photographic and audio-visual material
- ➔ Partnering initiatives( Phelophepha, integrated mobile unit etc.)
- ➔ Established a dedicated Government Communications training unit



## 4. Strategic Objectives: 2012-17

**Building people, products and processes and a reliable knowledge base to ensure an effective government communication system**

- Strategic leadership and support in govt communication
- Media monitoring, research surveys & analysis
- Develop content and create platforms to grow voice of govt
- Government training and development
- Marketing & distribution strategy management

**A well-functioning communication system that proactively informs and engages the publics**

- Adherence to govt communication standards
- Alignment of messages across spheres of govt
- Empowered citizenry on govt policies, plans & programmes
- Build & maintain stakeholder partnerships
- Media Liaison
- Cabinet cluster communications
- Cluster communication advice & support to departments

# Strategic Objectives: 2012-17 continued

## An efficient and effective production & advertising agency for government

- Media bulk buying
- Cost effective communication products and services for government
- Manage corporate identity

## Provide a responsive, cost-effective, compliant and business focused corporate services

- Attract & retain highly skilled human capital
- Efficient & effective information technology infrastructure and systems
- Effective strategic management processes & procedures
- Professional internal audit services
- Proactive, responsive, compliant and cost effective finance, supply chain & facilities management

# Strategic Objectives: 2012-17 continued

## Projecting, defending and maintaining the image of government and that of the state

- Set and influence the media agenda through a robust, proactive and efficient rapid response system.
- Manage corporate identity
- Continuously measure public perception
- Professionalise government communication system
- Popularise the Presidential Infrastructure Coordinating Commission work

# 5. Alignment to Government's 12 Outcomes

## **Outcome 12:**

An efficient, effective and development-oriented public service and empowered, fair and inclusive citizenship

## **Part B of Outcome 12:**

An empowered, fair and inclusive citizenship

## **Output 2:**

Citizen Participation

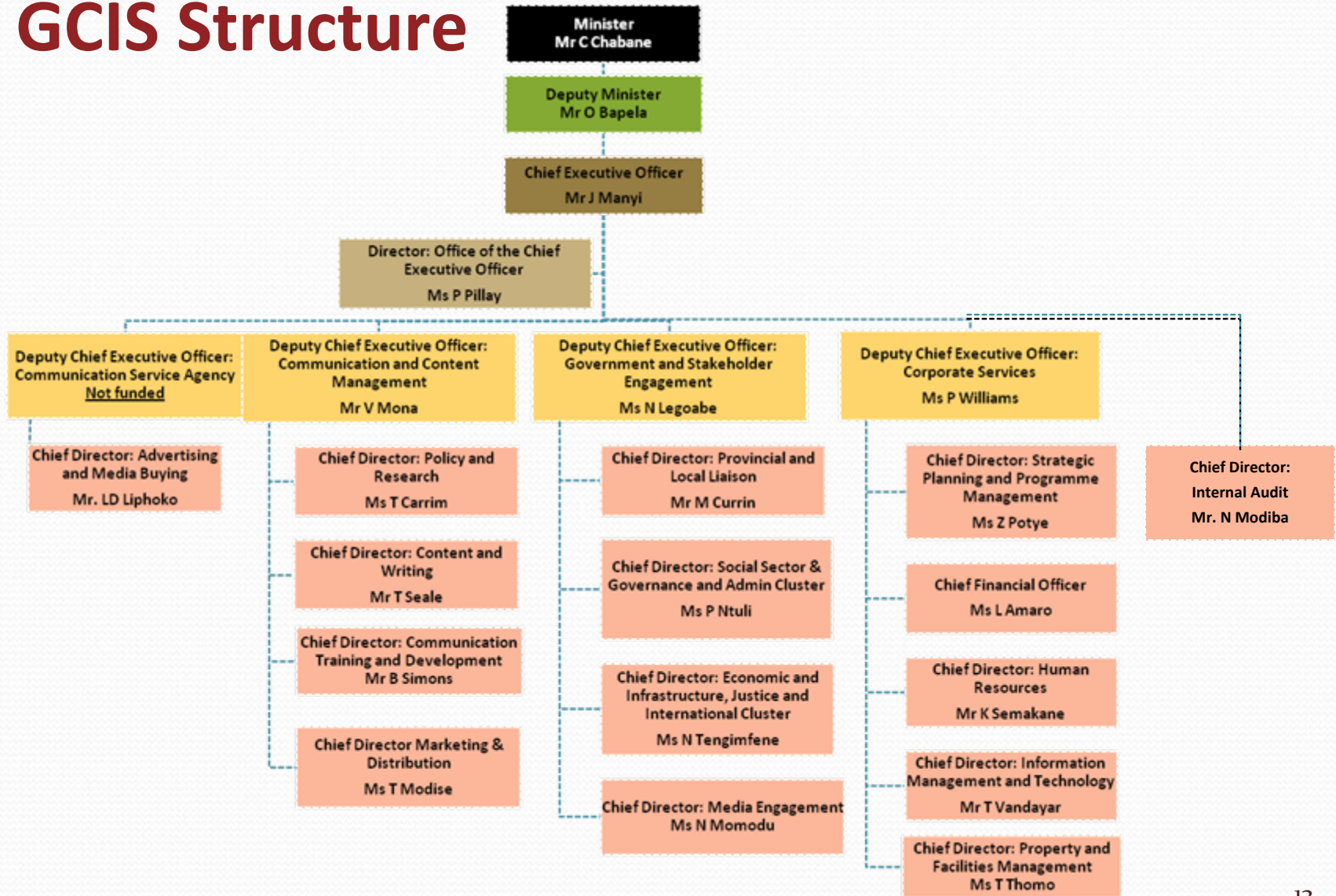
Sub-Output 1:

Access to Information

## **GCIS Strategic Goal-Oriented Outcome**

**Coherent strategic leadership in government communication & coordination of a government communication system that ensures the public is informed of government programmes and policies**

# 6. GCIS Structure



# 7. Core programmes

## Programme 2

## Communication & Content Management

**Strategic Objective:** Building people, products, processes and a reliable knowledge base to ensure an effective government communication system

**Sub-Programme Objective:** Set and influence adherence to government communication standards

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Professionalised and consistent government communication system.	University of the Witwatersrand (Post Graduate Certificate in Communication and Marketing) course done in collaboration with Unilever.	Academic course that covers all aspects of government communications.	Academic symposium with at least 10 geographically representative academic institutions in partnership with Public Administration Leadership and management Academy (Palama) to secure buy-in for a recognised credit-bearing qualification.	Improvement and implementation.

## Programme 2

# Communication & Content Management

**Strategic Objective:** Building people, products, processes and a reliable knowledge base to ensure an effective government communication system

**Sub-Programme Objective:** Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Impact assessment of GCIS' communication interventions.	New initiative	Impact assessment of 60% of GCIS' communication products and services to be shared at Manco.	Four impact assessment reports.	Four impact assessment reports

## Programme 2

# Communication & Content Management

**Strategic Objective:** Building people, products, processes and a reliable knowledge base to ensure an effective government communication system

**Sub-Programme Objective:** Provide strategic leadership and support in government communication through media monitoring, research, surveys and analysis to understand the media environment and the pulse of the nation

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
20 years of democratic governance in SA review	New initiative	Project plan on 20 year review	Develop project plan for 20 year review, consulting public & role players	No target



## Programme 2

# Communication & Content Management

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Synthesis of departmental achievements and plans for SoNA.	One synthesis report	Annual synthesis of departmental achievements and plans for SoNA.	Consolidated government achievements and plans.	Consolidated government achievements and plans.
Assessment of the media environment.	Fortnightly communication planning reports.	The number of media environment reports produced and shared for management in the GCIS and The Presidency.	20 media assessment reports produced and shared.	20 media assessment reports produced and shared.
	Daily rapid response reports.		192 daily media assessment reports for rapid response	192 daily media assessment reports for rapid response
	Monthly cluster communication environment reports.		72 cluster communication environment reports.	72 cluster communication environment reports.
	Weekend analysis report.		49 weekend assessment reports.	47 weekend assessment reports.

## Programme 2

# Communication & Content Management

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
<b>National and international media monitoring.</b>	Press clippings, broadcast and online media coverage reports.	No. of media coverage reports.	324 sets of press clippings.	324 sets of press clippings.
			720 media coverage reports.	720 media coverage reports.
	Alerts of breaking news.	Alerts of breaking news.	Alerts of breaking news.	Alerts of breaking news.
<b>Development of key messages and communication content.</b>	Monthly development of key messages.	No. of key messages.	48 sets of key messages.	48 sets of key messages.

## Programme 2

# Communication & Content Management

**Strategic Objective: Building people, products, processes and a reliable knowledge base to ensure an effective government communication system**

**Sub-Programme Objective: Develop content and create platforms to grow the voice of government**

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
SA Yearbook & Pocket Guide	Annual production of: 40 000 copies of the South Africa Yearbook and 4 000 DVDs. 20 000 copies of the Pocket Guide to South Africa.	No. of copies annually produced	40 000 copies of SA Yearbook & 4 000 DVDs. 20 000 of Pocket Guide	40 000 copies of SA Yearbook & 4 000 DVDs. 25 000 of Pocket Guide  Supplement product suite with additional dissemination platforms based on user trends.

## Programme 2

# Communication & Content Management

**Strategic Objective:** Building people, products, processes and a reliable knowledge base to ensure an effective government communication system

**Sub-Programme Objective:** Develop content and create platforms to grow the voice of government

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Communication products in support of the National Orders Campaign.	Produced the booklet and video and photographic coverage of the event.	Production of print and/or electronic products to create awareness of the National Orders.	Production of annual print product for mass consumption, coinciding with the National Orders event, to raise public awareness of the Orders and profile recipients.	Production of annual print product for mass consumption.

## Programme 2

# Communication & Content Management

**Strategic Objective:** Building people, products, processes and a reliable knowledge base to ensure an effective government communication system

**Sub-Programme Objective:** Develop content and create platforms to grow the voice of government

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Newspaper focused on govt priorities	1,7 million copies of Vuk'uzenzele newspaper produced monthly.	No. of Vuk'uzenzele newspaper published p.a.	20.4m copies	40m copies
	420 Braille copies produced monthly.		5040 Braille copies.	10 080 Braille copies.
	12 versions of the monthly website version updated.		12 versions of the monthly website updated.	24 versions of the monthly website updated

## Programme 2

# Communication & Content Management

**Strategic Objective:** Building people, products, processes and a reliable knowledge base to ensure an effective government communication system

**Sub-Programme Objective:** Develop content and create platforms to grow the voice of government

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Public Sector Manager Magazine (PSM)	120 000 copies produced annually	No. of PSM magazine published	120 000 copies	480 000 copies
GovComms supplement to PSM magazine	40 000 copies produced annually	No. of GovComms produced annually	40 000 copies	160 000 copies

## Programme 2

# Communication & Content Management

**Strategic Objective:** Building people, products, processes and a reliable knowledge base to ensure an effective government communication system

**Sub-Programme Objective:** Provide effective and efficient marketing and distribution services for government

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Marketing services for govt	New initiative	No. of successful marketing services	20 marketing services	25 marketing services
Distribution of GCIS produced products.	Five key distribution projects annually.	No. of distribution projects executed.	Execute 28 distribution projects.	Execute 45 distribution projects.

## Programme 2

# Communication & Content Management

**Strategic Objective:** Projecting, defending and maintaining the image of government and that of the state

**Sub-Programme Objective:** Manage the corporate identity (CI) of government

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Establishment & continuous improvement of a functional CI	New initiative	Implement functional corporate CI management & control system based on findings of audit	One external CI audit to identify existing systematic problems and provide framework	One internal review of CI to align towards continuous improvement



## Programme 2

# Communication & Content Management

**Strategic Objective: Projecting, defending and maintaining the image of government and that of the state**

**Sub-Programme Objective: Manage the corporate identity (CI) of government**

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Well-informed internal & external stakeholders	New initiative	Formal structured communication of CI policies & procedures to internal & external stakeholders	4 workshops structured to communicate CI	One workshop structured to communicate CI

## Programme 2

# Communication & Content Management

**Strategic Objective: Projecting, defending and maintaining the image of government and that of the state**

**Sub-Programme Objective: Manage corporate identity for government**

Output	Baseline	Performance Indicator	Targets	
			2012/2013	2016/2017
Effective monitoring and control with respect to the application of corporate identity guidelines developed by government.	New initiative	Formal check and approval of all media produced and services executed by the GCIS.	Quality control of 80 products and services executed by the GCIS.	Quality control of 80 products and services executed by the GCIS.
Senior managers who are well-informed about govt policy	3 Public Sector Manager forum	No. of Public Sector Manager (PSM) Forums	Organise 11 PSM Forums	Organise 11 PSM Forums

## Programme 3

# Government & Stakeholder Engagement

**Purpose:** Implementation of development communication, through mediated and unmediated communication and sound stakeholder relations and partnerships

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

**Sub-programme objective 10: Aligned messages across the three spheres of government to ensure coherence.**

Output	Baseline	Performance indicator	Targets	
			2012/13	2016/17
Use national, provincial and district communications forums as a platform for better planning and coordination of content.	Misalignment of government content across the three spheres of government.	Reports on presentations on government content at national, provincial and district communication forums.	Cascade government content to national, provincial and district forums.	Cascade government content to national, provincial and district forums.
Cluster communication strategies aligned to the GCS.	Misaligned cluster communication strategies to the GCS.	No. of cluster communication strategies aligned to the GCS.	Developed cluster communication strategies.	Developed cluster communication strategies.

## Programme 3

# Government & Stakeholder Engagement

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

**Sub-programme objective : Informed citizenry on government policies, plans, programmes and achievements**

Output	Baseline	Performance indicator	Targets	
			2012/13	2016/17
Public have access to government information through different platforms.	2970 number of development communication projects aligned to the GCP through various platforms such as community media, seminars, workshops, PPP, door-to-door, and TSCs.	No. of communication campaigns through various platforms such as community media, seminars, workshops, PPP, door-to-door, and TSCs.	2 460 communication campaigns.	2 460 communication campaigns.
	TSC Communication Strategy.	No. of reports of marketing events per TSC.	680 reports on the implementation of the annual marketing and communication plan.	680 reports on the implementation of the annual marketing and communication plan.

## Programme 3

# Government & Stakeholder Engagement

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

**Subprogramme objective: Empowered citizenry on government policies, plans programmes and achievements.**

Output	Baseline	Performance indicator	Targets	
			2012/13	2016/17
Public have access to government information through different platforms.	3 600 community and stakeholder liaison visits through distribution; environmental assessments; communication strategising; Thusong Forum meetings; and newsletters etc.	No. of community and stakeholder liaison visits through distribution; environmental assessments; communication strategising; Thusong Forum meetings; and newsletters etc.	3 280 community and stakeholder liaison visits.	3 280 community and stakeholder liaison visits.
Public have access to government information through different platforms.	700 000 publications distributed.	No. of communication materials distributed annually.	1 million communication materials distributed.	1 million communication materials distributed.

## Programme 3

# Government & Stakeholder Engagement

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

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

Output	Baseline	Performance indicator	Targets	
			2012/13	2016/17
Develop and entrench a strong partnership with key stakeholders.	Uncoordinated stakeholder management strategy.	No. of stakeholder engagement aligned to the key priorities.	10 stakeholder engagements.	10 stakeholder engagements.

## Programme 3

# Government & Stakeholder Engagement

**Strategic objective 3: Projecting, defending and maintaining the image of government and that of the state**

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

Output	Baseline	Performance indicator	Targets	
			2012/13	2016/17
Effectively communicated Cabinet decisions.	16 media briefings on Cabinet decisions when Cabinet is in session.	No. of media briefings and statements issued to reach grassroots communities in particular.	50 briefings and statements.	50 briefings and statements.
Effectively manage communication implications arising from media reports, i.e. rapid response.	Ineffective system to anticipate and address communication issues arising from the media environment.	No. of rapid response facilitated reports.	264 communication reports a year i.e. 24 per month for 11 months.	264 communication reports a year i.e. 24 per month for 11 months.
Regular media engagements facilitated, e.g. media briefings, statements, opinion pieces letters to the editors, etc.	140 media engagement a year.	No. of media engagements implemented annually.	100 media engagement a year.	100 media engagement a year.

## Programme 4

# Communication Service Agency

**Purpose:** Provide media bulk buying services and media production for the entire national government

**Strategic objective 4: An efficient and effective production, media bulk-buying and advertising agency for government.**

**Subprogramme objective : Provide cost-effective media bulk-buying services for government.**

Output	Baseline	Performance indicator	Targets	
			2012/13	2016/17
Media buying services provided for government.	Media buying services provided for 140 campaigns annually.	No. of successful media buying campaigns implemented.	150 media buying campaigns.	160 media buying campaigns.
Video archives available digitally.	3000 hours digitised	No. of hours digitised.	3000 hours digitised	3000 hours digitised
Ability to broadcast via satellite acquired.	No baseline	Ability to broadcast via satellite.	Full implementation of satellite broadcasting.	Full implementation of satellite broadcasting.



## Programme 4

# Communication Service Agency

**Purpose:** Provide media bulk buying services and media production for the entire national government

**Strategic objective 4: An efficient and effective production, media bulk-buying and advertising agency for government.**

**Subprogramme objective : Provide cost-effective media bulk-buying services for government.**

Output	Baseline	Performance indicator	Targets	
			2012/13	2016/17
Product development services provided for government.	991 products and services delivered	No. of products developed	2000 products	2100 products.
Video archives available digitally.	3000 hours digitised	No. of hours digitised.	3000 hours digitised	3000 hours digitised
Ability to broadcast via satellite acquired.	No baseline	Ability to broadcast via satellite.	Full implementation of satellite broadcasting.	Full implementation of satellite broadcasting.

# 8. Financial Management

## Budget per programme over three years

Programme	Medium-term expenditure estimate		
	2012/13	2013/14	2014/15
	R / thousands		
1. Administration (Corporate Services)	170 839	127 450	135 799
2. Communication & Content Management	109 087	113 912	120 679
3. Government & Stakeholder Engagement	116 524	117 570	124 164
4. Communication Service Agency	32 645	34 353	36 451
<b>Total</b>	<b>429 095</b>	<b>393 285</b>	<b>417 093</b>
<b>Percentage increase / (decrease)</b>	<b>17,8%</b>	<b>(8,3%)</b>	<b>6%</b>

# 8. Financial management

## Programme 1: Administration

	<i>R</i>
Management	1 600 000
Human Resources	2 962 000
Internal Communication	2 661 000
Human Resource Development	3 013 000
Information Technology	13 311 000
Strategic Planning & Programme Management	1 960 000
Internal Audit	2 418 000
Finance	1 460 000
Office Accommodation	36 810 000
Supply Chain and Facilities Management	55 784 000
Capital assets	599 000
<b>Personnel</b>	<b>48 261 000</b>
<b>TOTAL</b>	<b>170 839 000</b>

# 8. Financial management

## Programme 2: Communication & Content Management

	<i>R</i>
Management	947 000
Research Costs	9 160 000
Policy and Media Analysis	2 492 000
Communication Resource Centre	3 255 000
Content Generation	47 980 000
Capital	893 000
Personnel	44 360 000
<b>TOTAL</b>	<b>109 087 000</b>

# 8. Financial management

## Programme 3: Government & Stakeholder Engagement

	<i>R</i>
Management	3 081 000
Branding of Thusong	5 300 000
Media Engagement	3 015 000
Communication and Information Projects	19 577 000
Capital	779 000
Media Development and Diversity Agency (MDDA)	20 000 000
Personnel	64 772 000
<b>TOTAL</b>	<b>116 524 000</b>

# 8. Financial management

## Programme 4: Communication Service Agency

	<i>R</i>
Management	484 000
Production Costs	7 637 000
Media bulk buying	4 371 000
Capital	1 176 000
Personnel	18 977 000
<b>TOTAL</b>	<b>32 645 000</b>

# 9. New GCIS Head Office

- R50 million approved by National Treasury in the 2012/13 financial year for construction of GCIS head office.
- Construction commenced in January 2012

## Benefits of the New Head Office

- Proximity to clients/stakeholders
- Conducive working environment



# New GCIS Head Office

- Construction commenced January 2012.
- Occupation expected 1 May 2013.





# Thank you

- End -



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