

Strategic Plan for the Medium-Term Period: 2013/14 – 2016/17

Presented by GCIS Executive

15 March 2013



government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

Presentation outline

Topic/ Task	Speaker
1. Strategic Overview	Phumla Williams
2. The Mandate	Phumla Williams
2. Corporate Strategy: 2013 – 2016	Phumla Williams
3. Vision, Mission, Values	Phumla Williams
4. Situational Analysis	Phumla Williams
5. Strategic Objectives	Phumla Williams
6. Organisational Structure	Nebo Legoabe
7. Core programmes: Programme 2, 3, 4 and 1	Deputy CEOs

1. Strategic Overview



President Jacob Zuma describes the defining feature of his administration as one that “knows where the people live, understand their needs and respond faster”

- GCIS engages in communication *as* service delivery, not (just) *about* service delivery.
- Communication is a critical pivot in mobilising all sectors of society in the realisation of the National Development Plan.
- Part of this mobilisation effort is a focus on the achievements of government and the society as a whole during the first two decades of freedom and democracy.

1. Strategic Overview

The fight against poverty, unemployment demands intensive communication of socio-economic opportunities created by government for vulnerable citizens and communities, in terms of the key priorities of government.

Government's focused infrastructure development programme presents a powerful opportunity to showcase the changing face of the South African economic landscape and the opportunities arising from this for individuals and enterprises.

The growth in digital and mobile communications presents government with the opportunity and challenge of engaging interactively with citizens and stakeholders, and to join in social conversations rather than produce one-way communications.

2. 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



Minister Collins Chabane



Minister Obed Bapela

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



3. 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.

4. Situational analysis

Challenges

1. Limited fiscal resources
2. Institutionalisation of government communication
3. Office space constraints
4. Insufficient media bulk buying support.

Responses

1. Reprioritisation
2. Short and long term training interventions
3. New office premises
4. Multi skill media bulk buyers

5. Strategic Objectives: 2013-17

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

5. Strategic Objectives: 2013-17 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

5. Strategic Objectives: 2013-17 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

5.1 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

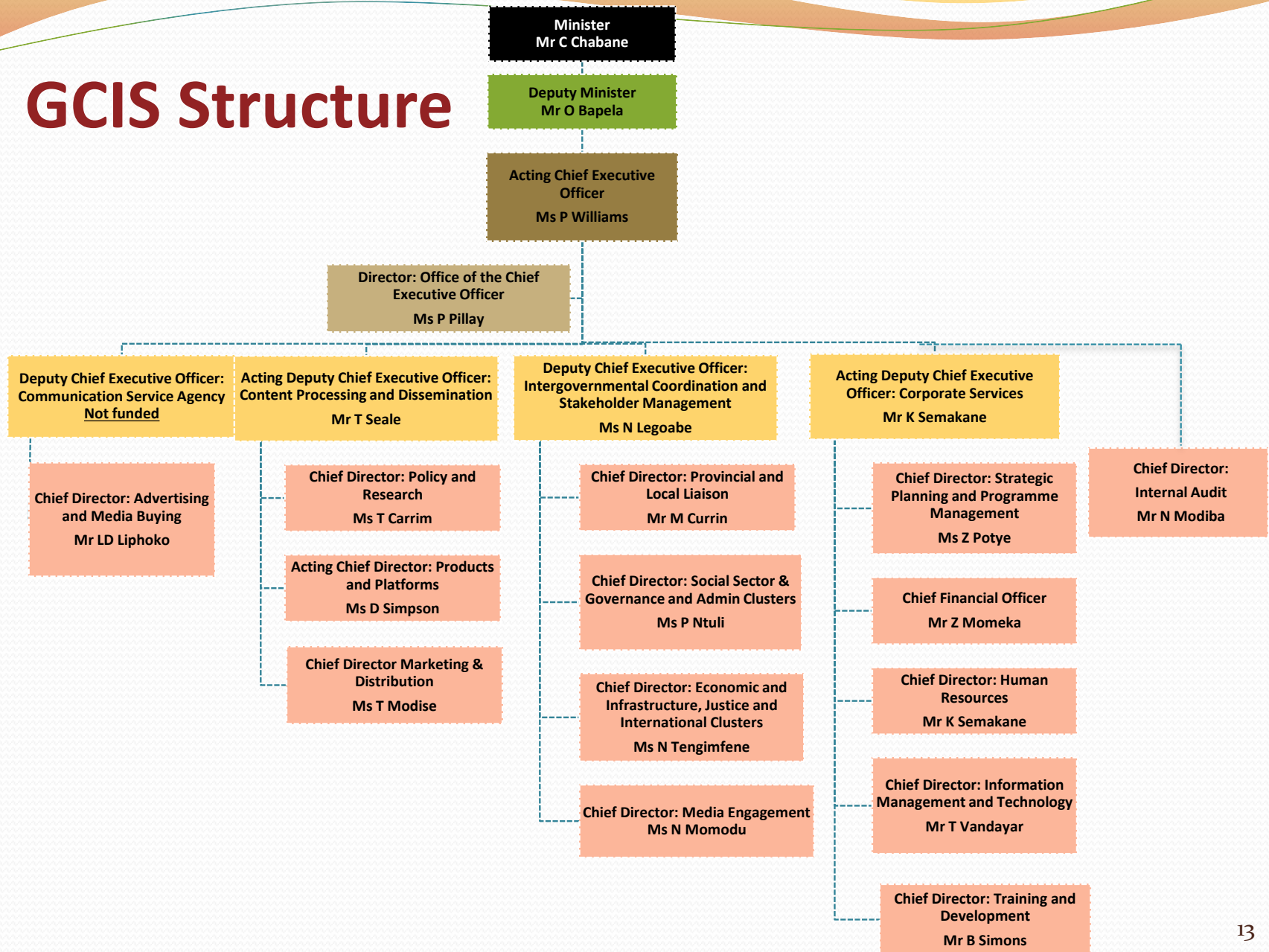
Sub-Output 1:

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





Programme 2:

**Communication
and Content
Management**

**Government
Communications
and Information
System (GCIS)**

Programme 2: Communication and Content Management

Purpose: provides strategic leadership in government communication for the purposes of ensuring coherence, coordination, consistency, quality, impact and responsiveness of government communication

Overview of the Programme

- Professional language services
- Drives government message through the development of content and creation of platforms
- Coordinates media monitoring of local and international news, conduct research survey and analysis to understand the communication media environment
- Implements marketing and distribution for government and manages corporate identity

Programme 2: Communication and Content Management

Sub Programme

Policy and Research

• Media

- 12 newsletters for political principals distributed (reduced to 8 newsletters)
- Monitor media coverage of local and international news - print, radio, TV and social media
- Alert stakeholders of breaking news for a better coordinated response
- Analyse trends in media coverage on government
- Draft content, e.g. op-eds and key messages, for use in media



government communications

Department
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

For National Media Monitoring, please contact: +27 (0) 12 314 2162 / 2136;
For International Media Monitoring, please contact: +27 (0) 12 314 2969 / 2972

NATIONAL AND INTERNATIONAL BROADCAST AND ONLINE MEDIA COVERAGE REPORT

FROM: 7 MAR 2013 (05:00) TO: 7 MAR 2013 (08:00)

HEADLINES

- [Kenya election results delayed by 'technical difficulties'](#).
- [South Africa claims Congo coup accused had 'hit list'](#).
 - [South Africa to roll out dedicated rape courts.](#)
- [South Africa, once called 'the world's rape capital,' is running out of rape kits.](#)
- [Time to consider regulating trade of rhino horns, science journal says.](#)

ECONOMIC SECTORS AND EMPLOYMENT

Rhino poaching

[Time to consider regulating trade of rhino horns, science journal says.](#) With Africa's rhino population imperilled and the price of their horns worth more than gold, a group of scientists have argued that it's time to regulate the trade and harvesting of rhino horns. In this week's Science journal, scientists say that carefully legalizing trade based on humane and renewable harvesting of the white rhino horn could stem encroaching extinction. At the current rate of poaching, Africa's remaining rhino population could become extinct within the next two decades. In a statement, Water and Environmental Affairs Minister Edna Molewa of South Africa said the feasibility of dehorning all black rhino and key white rhino populations as an option to prevent the illegal trade is questionable due to the challenges and costs of the undertaking. The government also has some concerns about the commercial farming of rhino connected to genetic

Programme 2: Communication and Content Management

Sub Programme Policy and Research



Better understanding of communication environment



Welcome to the first *insight* newsletter produced by the GCS Chief Directorate Policy and Research. This informative newsletter provides a snapshot of research trends in health and media reporting research on issues on a range of Government's programmes, initiatives and public. Each issue is devoted to a single theme which will generally correspond to key national initiatives and needs. It provides unique insight into South African perceptions and understanding of Government policies and programmes, and their impact and subsequent communication initiatives.

Developing a nation through infrastructure

Infrastructure's Higgs Boson

This first issue reflects on research and media reporting on South Africa's infrastructure investment programme, particularly the views of ordinary South Africans. In 2012, South Africa began to make key investments to secure reliable and advanced infrastructure that meet the needs of our economy and society in the future. A nation's infrastructure plans offer one of the greatest indications of its likely prosperity in the future. Historical experience such as the 1933 infrastructure investment in America to counter the Great Depression shows that investment in infrastructure is a key to greater economic activity and creates much needed jobs in difficult times. However, research conducted by GCS to assess the mood of the nation and which is explored further in this newsletter

highlights that while most South Africans are happy with government's infrastructure plans there is a disjunction in public and media perception on infrastructure as a creator of jobs. Given that massive infrastructure investment, it should logically follow that South Africans are aware of its benefits, however, through public perception shows that infrastructure is not linked as a solution to what people see as the country's greatest challenges, i.e. unemployment. These jobs do make the link are discouraged because infrastructure jobs are viewed as not permanent.

The GCS National Tracker Research (GCS Tracker, 2010-2012) showed that in spite of a general sense of satisfaction, South Africans do not necessarily mention infrastructure type issues as among the most important problems facing the country.

The massive investment in infrastructure must have more than just power stations, rail lines, dams and roads. It must industrialize the country, generate skills and boost much needed job creation.
President Jacob Zuma



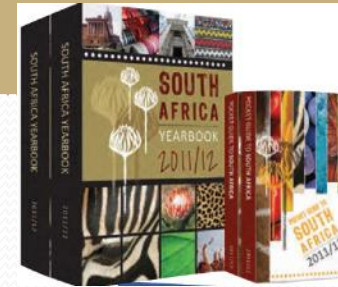
- **Public opinion**
 - Measure mood and direction of the country - measures of social stability
 - Identify information needs and preferred communication channels
 - Monitor perceptions on government performance especially on key performance areas – for early intervention
 - Implement strategy for 20 year review
 - Conduct impact assessment of government & GCIS campaigns

Programme 2: Communication and Content Management

Sub Programme

Products and Platforms

- 40 000 South Africa Yearbook (increased to 45 000), 25 000 Pocket Guide copies (decreased to 20 000) and 4 000 DVDs over MTEF
- Translation and editing services
- 40 million *Vuk'uzenzele* annually (reduced to original 20.4 million target due to budget constraints)
- 10 080 Braille *Vuk'uzenzele* annually (reduced to 4 800 over the MTEF) and 12 online versions
- 80 000 GovComms newsletter annually (reduced to 48 000 over MTEF)
- Comprehensive e-news feed both locally and internationally



Programme 2: Communication and Content Management

Sub Programme

Products and Platforms

- 240 000 *Public Sector Manager* magazine produced annually (reduced to 144 000 copies over MTEF)
- Use of social media platforms
- 12 Governmentdialogue annually
- Continuous assessment and updating of online content



Join us
Follow GCIS Media on Twitter

Follow @GCIS_Media

Government blog

Current affairs blog by the South African government.



- >> Working together we can end the cycle of abuse against women and children!
- >> Government firmly in charge of the country's finances
- >> Gender violence concerns all of us



Programme 2: Communication and Content Management

Sub Programme

Marketing and Distribution

- Promotes awareness of the GCIS and its flagship products, platforms and services
- Implements key GCIS marketing campaigns
- Disseminates and distributes government information products
- Drives the management and training of the use of corporate identity
- Development of GCIS brand manual
- 11 *Public Sector Manager* Forums





Programme 3:

**Government and
Stakeholder
Engagement**

**Government
Communications
and Information
System (GCIS)**

Programme 3: Government & Stakeholder Engagement

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

Overview of the Programme

- Drive outreach programmes to inform the public about government policies, programmes, services and achievements
- Drive coherent government message for alignment across the three spheres of government
- Build and maintain partnerships with key stakeholders
- Lead the implementation of a rapid response system
- Participate in strategic regional communications forums (SADC)

Programme 3: Government & Stakeholder Engagement

Sub Programme

Provincial and Local Liaison

- Interventions to strengthen the way local government communicates – communication strategising, capacity development, functional forums
- 2 460 (reduced to 2 184 over MTEF) communication campaigns in local communities – information about key government programmes
- 680 (reduced to 484 over MTEF) events to market Thusong Service Centres
- 44 editions of *My District Today*



Programme 3: Government & Stakeholder Engagement

Sub Programme

Provincial and Local Liaison



- 3 280 (reduced to 2 750 over MTEF) community and stakeholder liaison visits – e.g. to conduct environment assessments in time of crisis
- Support government's public participation/ Izimbizo programme

Programme 3: Government & Stakeholder Engagement

Sub Programme

Media Engagement

- Communicate Cabinet decisions through briefings and statements
- Hold daily Rapid Response meetings
- Government Communicators' Forum
- Strategic interactions with SA National Editors Forum, Foreign Correspondents Associations and Press Gallery Association
- Arrange Cluster media briefings and media engagement activities



Programme 3: Government & Stakeholder Engagement

Sub Programme

Media Engagement

- Communication implications for Parliamentary questions
- Participate in strategic international communication forums, including SADC



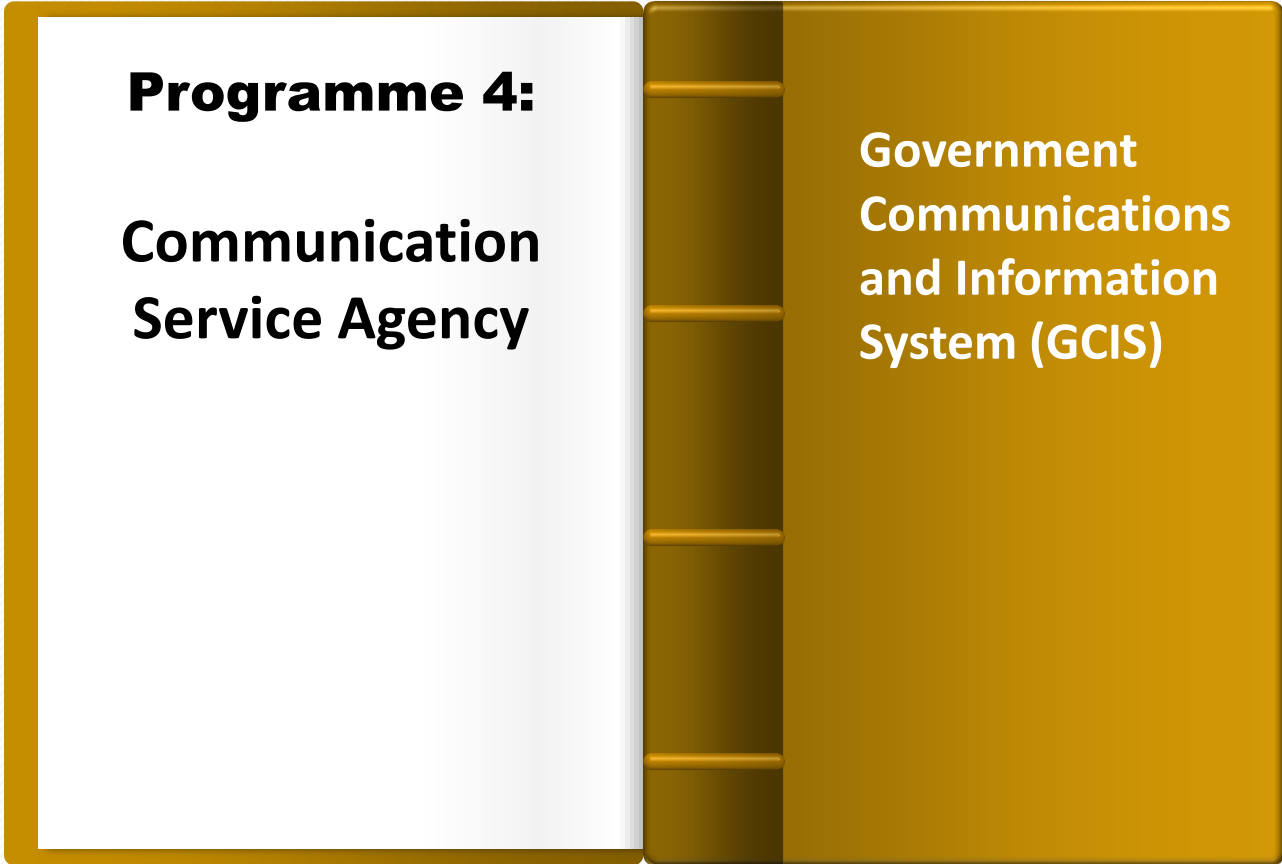
Programme 3: Government & Stakeholder Engagement

Sub Programme

Cluster Communication

- Coordination & dissemination of content through internal & external communication forums
- Alignment of cluster communication strategies to National Communication Strategy
- Build partnerships with key stakeholders
- Ensure function internal communication system





**Programme 4:
Communication
Service Agency**

**Government
Communications
and Information
System (GCIS)**

Programme 4: Communication Service Agency

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

Overview of the Programme

- The CSA is tasked with communicating the work of government through implementing cost-effective media bulk buying in newspapers, radio, television, outdoor and digital media, through relevant advertising messaging
- As importantly, the CSA works to capture dynamic archives of South Africa's history



Programme 4: Communication Service Agency

Sub Programme

Media Bulk Buying

- A culture of strategic media bulk buying is taking hold, and progress is being made on delivering cost saving to the fiscus
- Supports the commercial viability of community media, to advance diversity in ideas and language

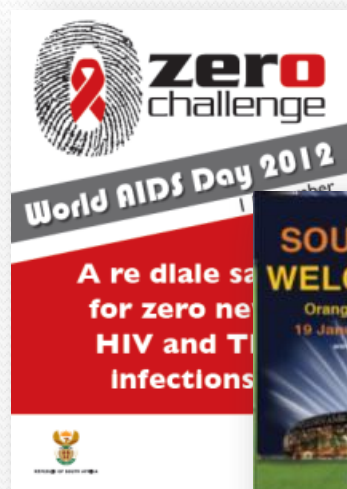


Programme 4: Communication Service Agency

Sub Programme

Media Production

- Driving the message of government through advertising in partnership with government departments remains a priority, and we will raise the bar in government advertising communication to all our diverse communities



Programme 4: Communication Service Agency

Sub Programme

Media Bulk Buying



- Provision of media buying and product development services for government



**Programme 1
Corporate
Services**

**Government
Communications
and Information
System (GCIS)**

7. Core Programmes

Programme 1: Administration

Purpose: Provides overall management and support for the organisation

Overview of the Programme

- Drives implementation of strategic management processes and procedures in line with relevant legislation
- Entrenches best practice project management discipline for the organisation and the government-wide communication system
- Drives implementation of an HR strategy to attract and retain high skilled human capital
- Ensures provision of IT infrastructure and systems
- Ensures professional internal audit services for the improvement of governance and risk control
- Provides compliance and cost effective finance and supply chain management



Programme 1: Administration

Sub Programme

Human Resource Management

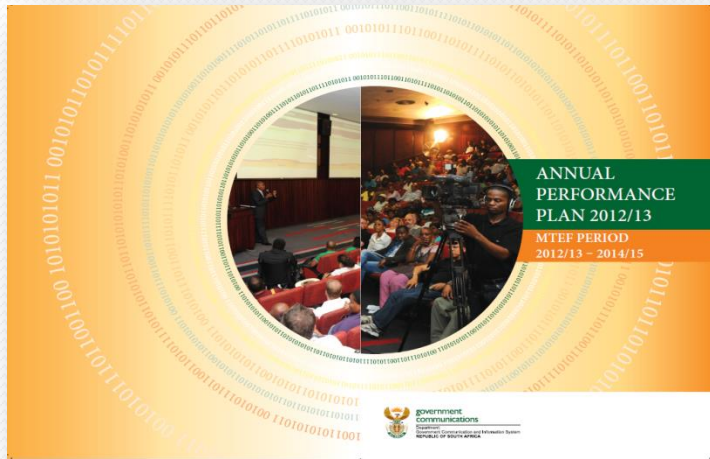
- Implementation of the approved Human Resource Strategy
- Implementation of the Internal Communication Strategy



Programme 1: Administration

Sub Programme

Strategic Planning and Programme Management



- Tabling of strategic and annual performance plans
- Production and tabling of GCIS annual report
- Implement projects in line with the Project Management Procedures Handbook
- Entrenching project management discipline throughout GCIS



Programme 1: Administration

Sub Programme

Training and Development

- Design and development of the curriculum
- Training sessions for newly appointed political principals
- Four induction sessions per annum
- Monitor communicator attendance for training and produce report
- Review *Government Communicators' Handbook*, if required



Programme 1: Administration

Sub Programme

Information Management and Technology

- Implementation of the strategic elements of the 2013/17 Information Management & Technology strategic plans



Sub Programme

Internal Audit

- Update and implement the risk-based audit plan and annual performance plan
- Audit reports produced on the implementation of the annual operational plan

Programme 1: Administration

Sub Programme

Finance and Supply Chain Management

- Prepare and submit accurate annual financial statements
- Adherence to the National Treasury Budget Cycle
- Compliant supply chain and facilities management processes
- Relocation to new head quarters in May 2013



8. Financial management

Budget Summary per Programme

R million	2013/14				2014/15	2015/16
	<i>Total to be appropriated</i>	<i>Current payments</i>	<i>Transfers and Subsidies</i>	<i>Payments for capital assets</i>	<i>Total</i>	<i>Total</i>
MTEF allocation						
Administration	132.6	132.6	-	-	139.6	145.0
Content Processing & Dissemination	97.0	96.9	00	0.1	101.6	105.9
Intergovernmental Coordination & Stakeholder Management	120.0	99.0	20.8	0.2	122.2	127.7
Communication Service Agency	47.2	45.8	-	1.4	49.7	52.2
Total expenditure estimates	396.7	374.3	20.8	1.6	413.1	430.8
Baseline reductions	1% (3.9m)				2% (8.3m)	3% (13.1m)

8. Financial management

Programme 1: Administration

	R
Management	1 711 000
Human Resources	3 141 000
Internal Communication	2 802 000
Human Resource Development	3 342 000
Information Technology	14 139 000
Strategic Planning & Programme Management	2 352 000
Internal Audit	2 497 000
Finance	1 249 000
Office Accommodation	39 178 000
Supply Chain and Facilities Management	6 275 000
Capital assets	-
Personnel	55 903 000
TOTAL	132 589 000

8. Financial management

Programme 2: Communication and Content Management

	<i>R</i>
Management	472 000
Research Costs	9 438 000
Government Communication Monitoring	2 604 000
Communication Resource Centre	2 355 000
Products and Platforms	38 016 000
Capital	50 000
Personnel	44 050 000
TOTAL	96 985 000

8. Financial management

Programme 3: Government and Stakeholder Engagement

	<i>R</i>
Management	396 000
Cluster supervision	5 602 000
Media Engagement	4 106 000
Provincial and Local Liaison	21 077 000
Capital	155 000
Media Development and Diversity Agency (MDDA)	20 790 000
Personnel	67 867 000
TOTAL	119 993 000

8. Financial management

Programme 4: Communication Service Agency

	<i>R</i>
Management	<i>558 000</i>
Production Costs	<i>7 657 000</i>
Media bulk buying	<i>5 572 000</i>
Marketing and Distribution	<i>11 410 000</i>
Capital	<i>1 405 000</i>
Personnel	<i>20 571 000</i>
TOTAL	<i>47 173 000</i>

Thank you

- End -



government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA