



Government
Communication
Information System

ANNUAL PERFORMANCE PLAN

MEDIUM-TERM PERIOD 2024/25 - 2026/27

Empowering South Africans through communication excellence.



government
communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA



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government communications

Department:
Government Communication and Information System
REPUBLIC OF SOUTH AFRICA

ABBREVIATIONS AND ACRONYMS

AFS	Annual Financial Statements
AG	Auditor-General
APP	Annual Performance Plan
ARC	Audit and Risk Committee
ASD	Assistant Director
CCP	Cluster Communication Plan
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
ERRP	Economic Reconstruction and Recovery Plan
G-TEC	Government Communication Excellence Tool
GCF	Government Communicators' Forum
GCIS	Government Communication and Information System

GCME	Government Communications Monitoring and Evaluation
GCP	Government Communication Programme
GSM	Government Segmentation Model
HC&CS	Human Capital and Corporate Support
HFS	Hard-to-Fill Skills
HoC	Head of Communication
HR	Human Resources
HRM	Human Resource Management
HRP	Human Resource Plan
ICF	Internal Communicators' Forum
ICTS	International Cooperation, Trade and Security
IM	Information Management
IM&T	Information Management and Technology
JCPS	Justice, Crime Prevention and Security
MANCO	Management Committee
MDDA	Media Development and Diversity Agency
MMS	Middle Management Service
MP	Member of Parliament

MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCSF	National Communication Strategy Framework
OHS	Occupational Health and Safety
PFMA	Public Finance Management Act
PLL	Provincial and Local Liaison
PoA	Programme of Action
PSM	<i>Public Sector Manager</i>

EXECUTIVE STATEMENT BY THE MINISTER IN THE PRESIDENCY



The 2024/25 financial year marks a significant milestone in our nation's journey as we celebrate 30 Years of Freedom. We will also reaffirm the strength of our democracy as we vote in the 2024 national and provincial elections.

These two momentous occasions in our history provide an opportunity to reflect on our achievements and examine our challenges, thus allowing us to work together to build a stronger South Africa. The dawn of democracy brought hope to our country and the promise of a better life. Today, we can proudly say that South Africa is a significantly different country than the one we inherited from the apartheid state in 1994.

Although there is still more work to be done to reverse the entrenched legacy of apartheid's distorted policies, the overall trend is one of progress. As a relatively young nation we have made strong inroads into transforming the lives of millions of South Africans for the better.

Statistics South Africa's Census 2022 affirms how our society continues to grow and improve in various ways. More people than ever before are completing high school and pursuing higher education. There are substantial improvements in providing clean water, electricity, sanitation and waste removal.

The huge increase recorded in the number of households with access to internet services is a promising sign of where we are heading as a nation in the digital sphere. And as more people gain access to the internet, we will certainly see greater opportunities for learning and entrepreneurship.

Over the last 30 years we have put in place systems and programmes to keep our nation moving forward. These include a robust communication system under the GCIS to ensure South Africans remain abreast of key developments within the country.

Our communication is helping citizens across our nation to participate in our hard-won democracy. We have created relevant platforms and products to share crucial information on government services and programmes as well as create opportunities to open the economy to more South Africans.

We will continue to use the government-wide communication system to proudly profile our nation's many achievements of the past 30 years and draw citizens to fully celebrate every aspect of this momentous occasion in our democratic journey.

Communication has the important role to guide our society in telling the story we have painstakingly constructed over the last three decades, as well as encourage active participation in the 30 Years of Freedom activities that will be taking place around the country.

Annual Performance Plan (APP)

We are determined to continue our nation's forward momentum with the implementation of our 2024/25 APP so that citizens have the necessary tools to meaningfully change their lives.

This APP sets forth bold targets to communicate better and ensure that relevant information reaches all South Africans. It harnesses the department's limited resources in an efficient and streamlined manner so that we get the most value for money.

The plan commits us to make the best use of our platforms and products to share information on government's key priorities such as employment, economic opportunities, youth programmes, our fight against gender-based violence and femicide (GBVF), efforts to stop corruption, professionalising the Public Service and service delivery.

We will reach out to communities in the far-flung rural areas through the government-owned flagship *Vuk'uzenzele* newspaper and the weekly *My District Today* newsletter to disseminate information that empowers South Africans to participate in government programmes.

This is in line with our constitutional imperative as the work of the department is mandated by Section 195(g) of the Constitution of the Republic of South Africa of 1996 to inform the public of the work and programmes of government. The Constitution requires that citizens be provided with information that is accurate, timely and accessible in order to empower and improve their lives.

In advancing development communication that draws citizens to interact with government on their challenges and how best they can be resolved, the GCIS will conduct community outreaches and activation campaigns that include community radio talk shows, taxi ranks, malls and commuter trains engagements. The department will also support the District Development Model (DDM) Presidential Izimbizo, which is an important public participation platform that ensures the voices, and perspectives of communities are heard.

The GCIS continues to pay special attention towards building government's relationship with the media, both internationally and domestically. The media, particularly community media, are essential partners who can ensure that citizens have access to information that is essential to the health of our democracy and the overall development of our country.

To garner the necessary resources to reach all 62 million South Africans in an environment of



ever-shrinking budgets, the GCIS will foster strong communication partnerships across society and the government communication system. In leveraging our collective communication efforts the department can do more with less.

I am confident that the commitments set forth in this 2024/25 APP will meet the information needs of citizens, build a cohesive communication system and ensure we grow South Africa together.

Ms Khumbudzo Ntshavheni, MP
Minister in The Presidency
Date: 28 March 2024



INTRODUCTION BY THE ACTING ACCOUNTING OFFICER

Members of the public have the right to be provided with information that is accurate, timely and accessible in order to empower them to make better and informed decisions to improve their lives. This is in line with Section 195(g) of the Constitution of the Republic of South Africa of 1996 and forms the basis of the formation of the GCIS.

The GCIS provides strategic leadership to entrench coherence, coordination, consistency, quality, impact and responsiveness of government communication. We will continue to ensure that government information reaches the public through various platforms and products. These include direct

interface with communities, government social media platforms, provision of news feed and phone-in interviews on community radio stations, the government website, *Public Sector Manager* (PSM) magazine, SAnews and an annual online edition of the *South Africa Yearbook*.

We are committed to making the best use of our platforms and products to share information on the implementation of government's current priority campaigns such as the Economic Reconstruction and Recovery Plan (ERRP), Anti-Corruption, GBVF, Elections, 30 Years of Freedom and Democracy; progress on implementation of State of the Nation Address SNA and Medium Term Strategic Framework (MTSF) 2019-2024. The new Over-The-Top (OTT) government platform to enhance communication and also reach a wider audience.

South Africa is faced with a challenge where job-seeking graduates often lack the experience and skills needed to fulfil available roles. The GCIS has played a key role in providing opportunities for graduates through the Youth Development Programme, as it continues to recruit and place graduate interns to gain hands-on experience with skills they need for a specific job. It also gives them the opportunity to explore new and exciting roles that they may not have once considered.

Furthermore, the GCIS continues to provide opportunities for those who require work experience

to acquire their qualifications through Work Integrated Learning (WIL) in partnership with various sector education and training authorities.

Interns and the WIL learners are mentored by experienced officials through the Mentorship Programme established in the GCIS for both young professionals and permanent employees of the department. Additionally, external service providers provide formal training to officials to address soft skills/any skills gaps identified by their mentors. In all instances, the GCIS contributes to helping build a generation of employable young people.

The current representation of persons with disabilities (PWDs) in the department is 3.07% against the 7% MTSF 2019-2024 target. The GCIS is committed to having 7% of employees with disabilities by 2030. The department will implement disability affirmative action measures in line with the Medium Term Expenditure Framework (MTEF) Employment Equity Plan by, among other things: identifying and forming partnerships with organisations working with PWDs in order to reach targeted groups; distributing job adverts to organisations working with PWDs to attract candidates from designated groups; earmarking and designating certain positions for PWDs; and encouraging PWDs to apply in all departmental recruitment adverts. Reasonable accommodation for PWDs policy and systems have been put in place.

The budget cuts and the global economic downturn make it challenging and difficult for the GCIS to continuously inform the South African public of government's programmes. Well-informed citizens are better equipped to use information from government to improve their lives. To reach wider audiences and maximise digital flighting of the government content in the 2024/25 financial year, the GCIS will transit to the OTT platform. The *Vuk'uzenzele* newspaper has also become a fully online publication.

The GCIS will continue to coordinate the government communication system through the cluster system, offices of the premiers and local government. The editorial and translation services provided by the GCIS continues to ensure that the public has access to information in a language that they understand so that they can make better decisions and improve the quality of their lives.

This information is provided by making use of multiple platforms such as radio products through differentiated formats. In the 2024/25 financial year, the department plans to produce 650 radio products to inform citizens. In the community media sector, the GCIS will expand initiatives such as the placement of advertisements and conducting radio talk shows to ensure government's messages have more impact and reach the furthest corners of our country.

The 2024/25 financial year will see South Africans exercising their right to vote for the seventh administration of the country in the 2024 General Elections. The GCIS will play a pivotal role in sensitising members of communities to exercise their democratic right and to take advantage of the opportunity to choose who should lead the country.



The department's foot soldiers in the nine provincial offices will be at the forefront of ensuring that those eligible to vote have timeous access to accurate information regarding the elections through various community and stakeholder engagement sessions.

In this financial year, the GCIS will lead the communication on the 30 Years of Freedom and Democracy and also address outstanding challenges.

In the coming period, the department is well-positioned to empower South Africans through communication excellence by influencing coherence of messages and proactive communication with the public about government policies, plans, programmes and achievements.

We have reviewed the organisational structure to ensure that operations are undertaken to deliver on the mandate of the department seamlessly while at the same time strengthening the core functions of

the department. The revised organisational structure will be supported by the development of a service charter and standards linked to the approved service-delivery model of the department. The organisational structure has been approved for implementation in April 2024.

The department prides itself in ensuring continuous innovative mechanisms to increase efficiency, productivity and better service delivery in line with its mandate. In the 2024/25 financial year, we will upscale the implementation of digitisation projects to improve the overall operational efficiencies.

Ms Nomonde Mnkwa
Acting Accounting Officer: GCIS
Date: 28 March 2024



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 Gcobisa Soci

ADDG: Corporate Services




Ms Regomoditswe Mavimbela

DDG: Content Processing and Dissemination



Mr Michael Currin

DDG: Intergovernmental Coordination and Stakeholder Management



Ms Gcobisa Soci

Chief Financial Officer (CFO)



Ms Nomkhosi Peter

Chief Director: Strategy and Organisational Performance (S&OP)



Ms Nomonde Mnukwa

Acting DG and Accounting Officer



Approved by:

Ms Khumbudzo Ntshavheni, MP

Minister in The Presidency

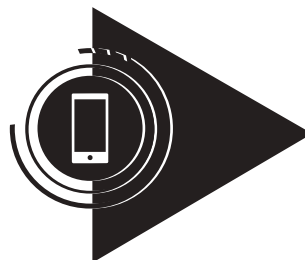


Date: 28 March 2024





PART A:
OUR MANDATE



1. CONSTITUTIONAL MANDATE

Section 195(g) of the Constitution of the Republic of South Africa of 1996 forms the basis of the formation of the GCIS, where it stipulates that in order to foster transparency the public should be provided with information that is timely, accurate and importantly, accessible.

In 1998, the South African Communication Service was dissolved and the GCIS established by Cabinet, largely on the basis of recommendations contained in the report of the Task Group on Government Communications (Comtask: 1996: 58).

Government's mandate requires that its communication be expanded to enhance access to information that enables the public to participate in the country's transformation and in bettering their own lives; that it should bring the realities of our emergent and thriving democracy to the attention of the international community; and promote the African Renaissance, including regional integration and implementation of people-centred development programmes.

The primary responsibility of the GCIS is to ensure the democratic strength, success and security of the country through rapid, responsive and continuous communication of government's achievements in meeting the mandate to rule given by the citizens of South Africa. Therefore, the GCIS is responsible for providing strategic leadership and coordinating a government communications system that ensures that the public is informed, and have access to information on government programmes and policies that benefit them.

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:

- Section 41: Cooperative governance values.
- Section 195: Basic values and principles governing public administration.
- Sections 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; to provide for its objective and functions; to provide for the constitution of the Board and the management of the agency by the Board; to provide for the Chief Executive Officer and other staff of the agency; to provide for the finances of the agency; to provide for the support of projects aimed at promoting media development and diversity; and to provide for matters connected therewith.

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

To develop and implement proactive and coordinated marketing, communication and reputation management strategies for South Africa. The ultimate aim is to contribute 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

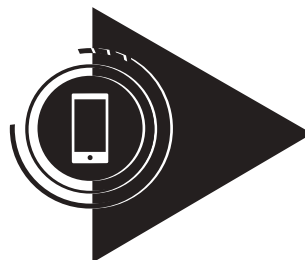
2.2.1. The GCIS's strategy is underpinned by the revised 2019-2024 National Communication Strategy Framework (NCSF), approved by Cabinet on 17 October 2022. Working with other government departments, the GCIS will drive the implementation of the NCSF across the communication system over the MTEF period.

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

2.2.3. The Revised MTSF 2019-2024.



PART B:
**OUR STRATEGIC
FOCUS**



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.

	<ul style="list-style-type: none"> 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. SITUATIONAL ANALYSIS

6.1 External Environment

The mandate of the GCIS is enshrined in Section 195(g) of the Constitution of the Republic of South Africa of 1996. The GCIS exists to ensure that citizens are informed about government's policies, programmes and projects in a manner that enables informed decision-making to improve the quality of their lives. This mandate is given effect through the GCIS's outcome of an informed and empowered citizenry. Adhering to this mandate, the department plays a pivotal role in securing a democratic society, building social cohesion and enabling economic transformation through information on access to opportunities.

A variety of factors have affected the work of the GCIS both nationally and internationally. 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:

PESTEL

POLITICAL	ECONOMIC
<p>The challenges in the political environment include:</p> <p>Domestic: The 2024 national and provincial elections to be held on 29 May 2024 will introduce the 7th Administration for the 2024-2029 period. The 2024/25 financial year is effectively a transition year between the 6th and 7th Administrations.</p> <ul style="list-style-type: none"> - Political instability as a result of coalitions by political parties - Unstable government should there be different parties in power at national and provincial level. 	<ul style="list-style-type: none"> - High inflation and low economic growth. - Growing geopolitical tensions affecting trade and investment - Increased cost of living with stagnant salaries - High government wage bill and borrowing costs necessitating government to cut budgets

<p>Global</p> <ul style="list-style-type: none"> • Weakening diplomatic ties with countries supporting Israel. <ul style="list-style-type: none"> - Deepening of Russia and Ukraine crisis. - Global, continental and regional political instability - Ostracisation of South Africa due to the Palestine position. 	
<p>SOCIAL</p> <ul style="list-style-type: none"> • High unemployment (2023 Q4 = 32.1%). • Growing dissatisfaction with the overall delivery of basic services and the direction of the country. • High levels of inequality. • Increased violence and crime rates, especially GBVF. 	<p>TECHNOLOGICAL</p> <ul style="list-style-type: none"> • Digital divide and disruption of services. • Increased global cybersecurity threats. • Technological advances in information consumption and the advent of social media. • Disinformation and deepfakes.
<p>ENVIRONMENTAL</p> <ul style="list-style-type: none"> • Damage to ecological infrastructure. • Climate change and the need for mitigation and adaptation (global warming). • Increasing levels of waste dumping. • Just transition requirements against coal endowment and electricity generation needs. 	<p>LEGAL</p> <ul style="list-style-type: none"> • 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 and relies on collegiality and ethical practices by government communicators. • Growing litigation against government. • Responding to and implementing the recommendations of various commissions of inquiry.

Domestic matters

South Africa belongs to all who live in it' – and with the release of the Census 2022 (South Africa's first digital census, which is aligned to international, and United Nations acclaimed methodologies), we are equipped with information to the level of the 4 468 wards. The findings show that South Africa is on the path of a developing country with an increasing population from 40,583,573 in 1996 to a population size of 62,027,503 in 2022.

The dynamics of this growing population reflect a proudly diverse heritage and one of the most heterogenous populations in the world. This necessitates an increased need for customised communication to raise awareness of government programmes and services aimed at improving the quality of life of citizens.

To better understand the diverse needs and preferred communication channels by South Africans, the GCIS led a communications research endeavour, which resulted in the development of a Government Segmentation Model (GSM) that is based on the adult South African population aged 18 years and older. The GSM outlines five segments in the population, namely Rooted Realists, City Seekers, Safely Suburban, Metro Mobiles and Cosmopolitan Capital.

The GCIS and the government have used research insights on these segments to ensure a targeted communications approach on government programmes and services. The findings from Census 2022 demonstrate that the positive progress in the lives of all South Africans across all segments of the population was not manna from heaven but was by design from the identified government programme of action post 1994.



As with many other countries, the overall mood of the country is reflective of the exacting environment, which is fuelled by both domestic and international factors. The high cost of living and doing business has taken its toll on the lives of South Africans. However, through these testing times there remains hope with South Africans acknowledging that compared to where things were before democracy, their lives have improved considerably. Government acknowledges the persistent structural challenges of poverty, unemployment and inequality as well as crime and corruption which require the collaborative energies of all stakeholders.

The Census 2022 national results show that the country has been developing in the past 29 years. The provision of housing and basic services has

Government

Segmentation Model (GSM)

S2 City Seekers

A **framework** for enhancing public service engagement and **communication**.

S4 Metro Mobiles

S1 Rooted Realists

S5 Cosmopolitan Capital

S3 Safely Suburban

been at the heart of our development agenda since 1994, and the Census 2022 results show that we have made massive progress in changing lives in this area. In 2002, 64,5% of the rural population mainly comprising of Rooted Realists were living in formal dwellings and this percentage increased to 81,0% in 2022. Similar improvements are also being observed in other segments of the population. In 2022, 43.7% of Rooted Realists (rural communities) were recorded to have a water tap inside their dwelling or in their yards as compared to 33,6% in 2002. This is encouraging progress.

The democratic policies introduced sought improvements in education, including increasing access, enrolments, school completion, enhancing educational policies, and ensuring equal educational opportunities for all, especially previously disadvantaged groups.

Many of these goals are coming to fruition, as evident in the latest Census 2022 report that highlight improvements in our education sector from 1996. The findings of the Census also conclusively

demonstrate that our development is not by default; it is by design from government programmes since 1994, which the GCIS has been promoting through communication.

A key factor of educational development is our nation's school completion rates, and we are pleased that this has drastically improved as the number of people who now have Grade 12 has more than doubled since 1996. Unlike in the past, completion of Matric is now a reality amongst all segments of the population.

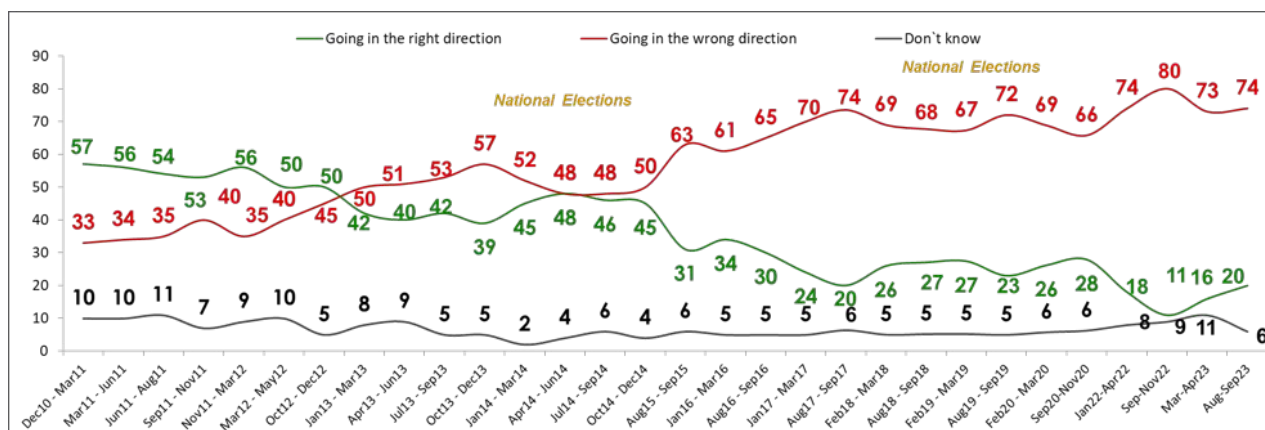
The GCIS will continue using different communication channels to raise awareness on government programmes and services using preferred channels by the different segments of the population. To date there is a growing number of Rooted Realists who can access digital platforms through their cellphones several times a day or per week. According to Fusion 2022, Metro Mobiles and City Seekers are the most active in accessing the internet for any type of information several times a day or a week. Although there is growth in the use of digital platforms by

all segments, traditional media is still the most accessible of all. Therefore, we need to continue with a multichannel approach in our communication efforts to ensure that we leave no one behind.

According to the recent GCIS Tracker Data , the direction in which the country is heading is a sensitive measure that can be influenced by a number of issues in the environment relating to government performance and the lived experiences of South Africans. In many countries this measure assesses/ indicates the mood of the country at a point in time.

Despite the strides made by government over the years, the current Tracker Data findings (as per the graph in the next page) reveal that South African citizens still have a high level of skepticism about the direction in which the country is headed. Seven in 10 South Africans believe the country is going in the wrong direction. The GCIS plays a crucial role in that members of the public have timely access to information that is accurate to address their needs at all times. These research findings will be used to inform the government-wide communication agenda.

Source: GCIS Tracker Data



6.2 Internal Environment

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

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • An experienced and committed workforce; • Effective communication structures across the government system; • Sound relations with the media sector; • Effective provincial and local liaison; and • Participation in the government cluster system. 	<ul style="list-style-type: none"> • Limitations with ICT infrastructure; • Limitations for career pathing; • Budget constraints; • Deficiencies in leading the communication sector, particularly of being the source of government on time information; and • Limited reach on social-media platforms.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Strengthen partnerships with civil society and private sector; • Upgrade the ICT infrastructure; • Leverage on other government departments' communication platforms, especially on social media; • Lead communication sector and be the source of government breaking news; • Alignment of entities to departmental strategy. 	<ul style="list-style-type: none"> • Budget cuts; • Cybersecurity and terrorism; • Skills retention due to most of the workforce having reached top notches and size of the organisation; • Rising interest rates in advanced economies will make debt more expensive for emerging markets; • Lack of capacity due to budget constraints; • Geopolitical tensions

Organisational structure

In the 2022/23 financial year, the department reviewed its current Strategic Plan, which informed the development of the abridged Service Delivery Model and the organisational structure.

The GCIS is the custodian of a government communication system that enables the concept of “force multiplication” in communication efforts – by leveraging the communications system but also partners and stakeholders of the system. During the 2024/25 financial year, the department will focus on

political principals to ensure that the communication momentum is impactful. Through the department's provincial offices, work will be directed towards curating and planning for ERRP projects in all provinces.

The clusters have embarked on a roadshow to Provincial Government Communicators Forums and communication strategy sessions of departments, to induct them on clusters and present the NCSF. Part of the exercise is to guide and advise on challenges and improvements. Budget may become an issue since there will be a need to travel to the provinces which poses risk to a successful roll-out of this initiative.

The department will ensure that there is mainstreaming of issues relating to designated groups. 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. The department aims to spend 20% of the budget on designated groups during the 2024/25 financial year.

reshaping the mood of the country and harnessing the goodwill of South Africans. This will be done by giving useful information rather than data, on what the South African Government is doing to better people's lives. This will involve giving clarity and certainty to South Africans so they know what is going on in government and what is going to happen in South Africa; a clear vision and shared picture of the South Africa we want to live in.

Focus will be directed towards mapping out opportunities from big projects spearheaded by our

Theory of Change

IMPACT				
Informed citizens				
OUTCOMES				
Response to citizens information needs	Enhanced information sharing	Optimism about the future	Improved perception of government	
OUTPUTS				
Proactive communication	Coherent messaging	Inclusive citizenry in government programmes		
INPUTS				
Public engagement	Targeted communication	Stakeholder relations		

GCIS THEORY OF CHANGE

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: S&OP

Subprogramme 1.3: Human Capital and Corporate Support (HC&CS)

Subprogramme 1.4: Government Information Technology Officer (GITO)

Subprogramme 1.5: CFO

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: Research Analysis and Knowledge Services

Subprogramme 1.4: Communication Service Agency (CSA)

Subprogramme 1.5: Policy Development, Analysis and Market Modelling

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.

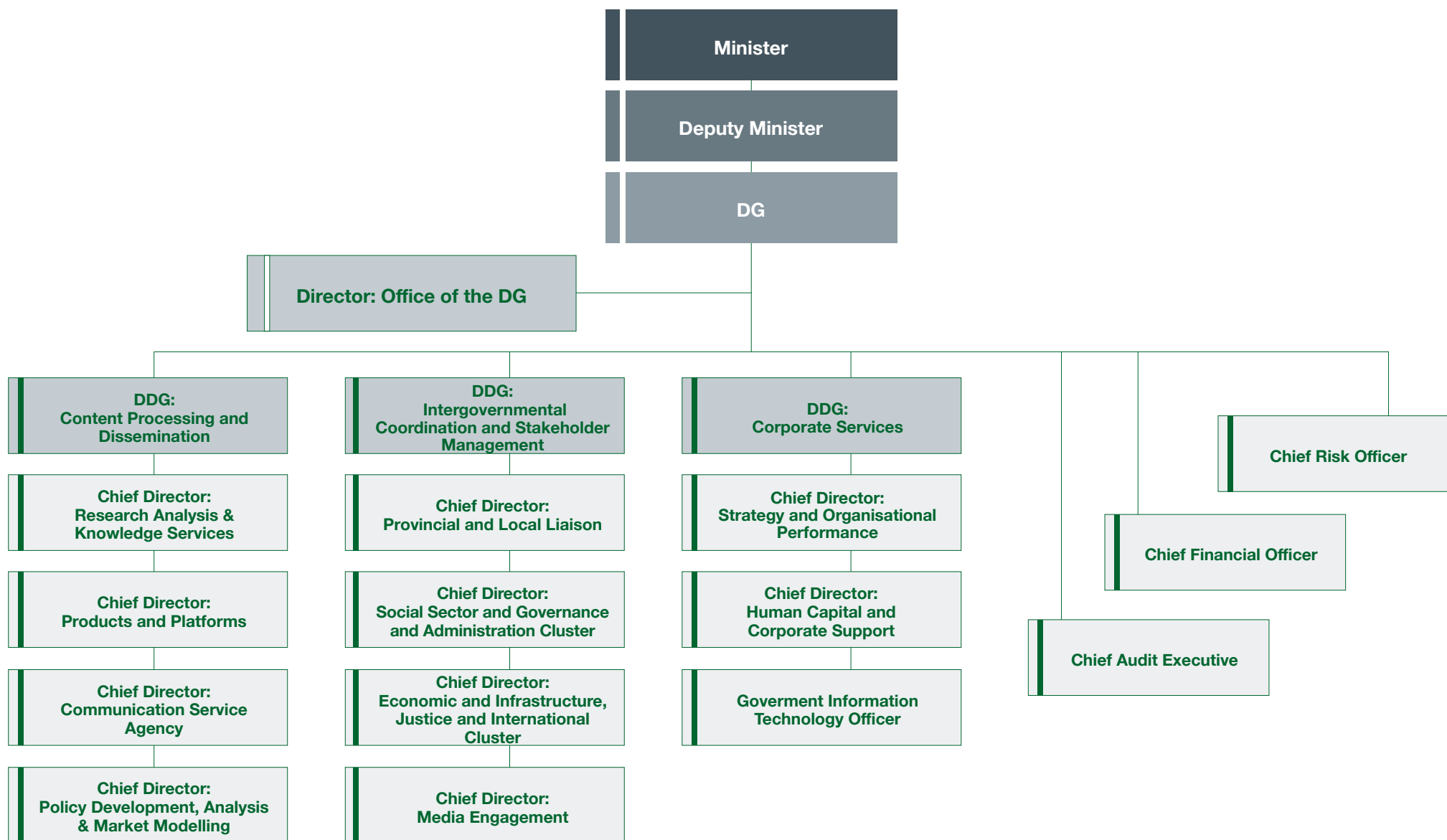
Subprogramme 1.1: Management

Subprogramme 1.2: Media Engagement

Subprogramme 1.3: Cluster Communication

Subprogramme 1.4: Provincial and Local Liaison

Organogram



Structure in terms of age, race, gender and, disability

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Total staff	145	10	3	7	205	14	8	11	403
Senior Management Service (SMS)	16	0	1	4	20	3	4	1	49
Middle Management Service (MMS)	24	4	2	1	35	1	0	7	74
Staff with disability	7	1	0	1	2	0	1	1	13
Age									
Under 30 years	6	0	0	0	14	0	0	1	21
Between 31 and 40 years	58	1	0	1	86	4	2	1	153
Between 41 and 50 years	53	6	2	2	73	6	3	3	148
Between 51 and 60 years	23	3	1	2	31	3	3	5	71
61 years and above	5	0	0	2	1	1	0	1	10

GCIS establishment as at 31 December 2023

7. OVERVIEW OF 2024^{and} 25 BUDGET AND MTEF ESTIMATES**Budget summary**

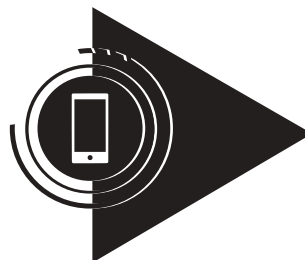
Budget summary (H2)	2024/25					2025/26	2026/27
	Current payments	Transfers and subsidies	Payments for capital assets	Payments for financial asset	Total	Total	Total
R million							
MTEF allocation							
Administrattion	204 324	765	5 128	-	210 217	209 964	218 431
Content Processing and Dissemination	168 067	225 709	2 320	-	396 096	419 805	439 996
Intergovernmental Coordination and Stakeholder Management	131 994	162	1 709	-	133 865	138 805	144 358
Subtotal	504 385	226 636	9 157	-	740 178	768 574	802 785
Direct charge against the National Revenue Fund							
Item							
Total expenditure estimates	504 385	226 636	9 157	-	740 178	768 574	802 785
Executive Authority	Minister in The Presidency						
Accounting Officer	Director General						
Website	www.gcis.gov.za						

Expenditure estimates: GCIS

Programme	Audited outcome			Adjusted appropriation 2023/24	Medium-term expenditure estimate		
	2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
R million							
Administrattion	177 791	189 482	188 485	199 095	210 217	209 964	218 431
Content Processing and Dissemination	416 339	440 069	405 525	420 612	396 096	419 805	439 996
Intergovernmental Coordination and Stakeholder Management	117 980	125 453	129 895	123 839	133 865	138 805	144 358
Total	712 110	755 004	723 905	743 546	740 178	768 574	802 785
Change to 2021 budget estimate							
Economic classification							
Current payments	490 196	503 199	461 952	483 737	504 385	512 155	530 045
Compensation of employees (CoE)	267 573	284 192	286 542	283 102	295 288	308 313	321 571
Goods and services	222 623	219 007	175 410	200 635	209 097	203 842	208 474
of which:							
Advertising	57 563	47 881	5 336	23 074	26 011	23 578	23 590
Computer services	15 180	17 531	16 713	23 237	26 736	26 349	26 393
Contractors	1 911	2 089	1 535	2 122	13 890	15 862	16 822
Operating leases	63 133	65 851	70 645	68 855	72 071	70 282	72 447
Property payments	10 870	12 719	12 702	13 078	13 968	13 875	14 258
Travel and subsistence	11 368	12 913	19 063	15 385	19 393	18 071	18 480
Transfers and subsidies	213 753	247 689	256 366	251 609	226 636	249 373	263 894
Departmental agencies and accounts	211 823	246 418	254 984	250 609	225 328	248 074	261 672
Households	1 930	1 271	1 382	1 000	1 308	1 299	2 222
Payments for capital assets	8 129	4 002	5 501	8 200	9 157	7 046	8 846
Buildings and other fixed structures	45	26	17		-	-	-
Machinery and equipment	8 084	3 976	5 100	8 200	9 157	7 046	8 846
Payments for financial assets	32	114	83	-	-	-	-
Total	712 110	755 004	723 905	743 546	740 178	786 574	802 785



PART C:
**MEASURING OUR
PERFORMANCE**



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:

- **S&OP** is responsible for developing and implementing S&OP 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. The Chief Directorate also exercises Entity Oversight through monitoring the implementation of policies by state-owned enterprises (SOEs), and provide guidance and oversight on their governance matters.
- **HC&CS** is responsible for strategic leadership in the implementation of the department's HR management strategy.
- **GITO** is responsible for the establishment and support of Information Management and Technology 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.

Supporting units:

- **Internal Audit** improves governance, combined assurance and control processes.
- **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. The department considers legal compliance as a matter of good corporate governance and ethical behaviour.
- **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: HC&CS****Outcome, outputs, performance indicators and targets**

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
Improved governance and service excellence	Developed MMS members in management capabilities	Percentage of untrained MMS members enrolled for the Management Development Programme	New indicator	New indicator	New indicator	10% of MMS members enrolled for Management Development Programme	5% of MMS members enrolled for the Management Development Programme	5% of MMS members enrolled for the Management Development Programme	5% of MMS members enrolled for the Management Development Programme
	SMS members developed in leadership competencies	Percentage of SMS members enrolled for Executive Management and Leadership Support courses	New indicator	New indicator	New indicator	15% of SMS members enrolled for Executive Management and Leadership Support courses	5% of SMS members enrolled for Executive Management and Leadership Support courses	5% of SMS members enrolled for Executive Management and Leadership Support courses	5% of SMS members enrolled for Executive Management and Leadership Support courses

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of untrained MMS members enrolled for Management Development Programme	5% of MMS members enrolled for the Management Development Programme	Develop a Training Plan that is inclusive of Management Development Programmes for MMS members	Training Plan approved	No target	5% of untrained MMS members enrolled for Management Development Programme
Percentage of SMS members enrolled for Executive Management and Leadership Support courses	5% of SMS members enrolled for Executive Management and Leadership Support courses	Develop a Training Plan that is inclusive of Executive Management and Leadership Support courses	Training Plan approved	No target	5% of SMS members enrolled for Executive Management and Leadership Support courses

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of budget spent on designated groups and/or locations	25% 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	25% internal budget spent on designated groups and/or locations
Unqualified audit with no material findings	Unqualified audit with no material findings	No target	Unqualified audit with no material findings	No target	No target

Subprogramme: S&OP**Outcome, outputs, performance indicators and targets**

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
Improved governance and service excellence	Performance review and compliance monitoring report of the government entities' governance	Number of performance review and compliance monitoring Reports compiled and submitted to the Executive Authority	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 compiled and submitted to the Executive Authority	Eight performance review and compliance monitoring reports compiled and submitted to the Executive Authority	Eight performance review and compliance monitoring Reports compiled and submitted to the Executive Authority

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of performance review and compliance monitoring reports compiled and submitted to the Executive Authority	Eight performance review and compliance monitoring reports compiled and submitted to the Executive Authority	Two performance review and compliance monitoring reports compiled and submitted to the Executive Authority	Two performance review and compliance monitoring reports compiled and submitted to the Executive Authority	Two performance review and compliance monitoring reports compiled and submitted to the Executive Authority	Two performance review and compliance monitoring reports compiled and submitted to the Executive Authority



Explanation of planned performance over the medium-term period.

Human Capital and Corporate Support

GCIS staff will undergo training to enhance their skills and make them more responsive to the demands of the Fourth Industrial Revolution (4IR). This proactive step will likely ensure that the communication workforce is equipped to adapt to the changing landscape of technology and communication trends. 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 focused on career pathing, and progression will also feature prominently in revitalising staff morale and creating a work environment that rewards excellence and innovation.

Furthermore, untrained members of the senior and middle management services will be enrolled on Executive Management Development and Advance Management Development programmes, respectively. The organisation will also focus on

recognising and rewarding talented and committed individuals who live the organisational values in line with the GCIS's Intergrated Rewards and Recognition Model.

The revised organisational structure will be supported by the development of a service charter and standards linked to the approved abridged service-delivery model. An MTEF Recruitment Plan will be developed to fill vacancies emanating from the implementation of the new organisational structure linked to budget availability.

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 Employment Equity 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.

To ensure compliance and effectiveness of the health and safety measures, daily inspections are conducted to monitor the implementation of the policies, safety protocols, and other health and safety measures. The department also aligned itself with DPSA directives in respect of workplace related matters.

In line with the Occupational Health and Safety standards, 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. Furthermore, quarterly reports are tabled at the OHS/Employee Wellness Committee meetings as part of oversight and monitoring mechanisms.

To ensure business continuity, the department has put contracts in place in areas of maintenance of critical services and equipment such as the UPS, fire suppression, cooling systems, etc. 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 a period of 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 by ensuring that the Department of Employment and Labour (DoEL) is involved with the assessment of the buildings before GCIS occupies them.

Strategy and Organisational Performance

The chief directorate is responsible for the development of the Department's accountability documents i.e. the strategic plan and the annual performance plan as well as entity oversight of the entities that report to the Minister in The Presidency. The unit also facilitates the development of the operational plans and ensures in year and annual reporting. Over the period 2024/25, the unit will ensure that the performance of the entities is monitored to ensure alignment to departmental objectives as well as effective implementation of their mandate through:

- Oversee the performance of the MDDA and Brand SA to ensure that the developmental mandate of community media as well as management of South Africa's international reputation is achieved;
- Analyse Brand SA and MDDA's strategic and project plans, business cases and business turnaround strategies, as well as contractual obligations;

Government Information Technology Officer

The implementation of the IM&T Digitisation and Digitilisation projects will improve the overall operational efficiencies for the GCIS. The department's ICT will harness technology and systems to improve effectiveness and efficiencies. Existing systems and automated business processes will be redeveloped with the latest software technologies to align with the department's Digital Strategy. The department has adopted the Microsoft-secured cloud services by implementing Office 365 and Exchange Online to enhance the mobility of the workforce.

Empowerment and training of staff to improve digital capability and to develop a more skilled workforce will be done and is a priority for the successful implementation of the Digital Strategy. The GITO will continue to ensure that there is availability and security of systems, infrastructure and network. Aged IT infrastructure will be refreshed over the MTEF period to reduce the risks of infrastructure failure and cyber security threats.

The GITO is reviewing all the policies, including security policies, in line with technological changes as well as the DPSA's directive to ensure proper ICT Governance. The GCIS GITO has finalised the development of the Digital Strategy and is setting

digital priorities to improve overall efficiencies of the department.

Office of the CFO

Following the 2023 Adjusted Estimates of National Expenditure process, the departments' budget was reduced by R8 million from an initial allocation of R750.746 million to R743.546 million. Baseline reductions had an extreme negative effect on the two entities (Brand SA and MDDA), and communication activities as communication initiatives cannot be funded as required and expected by stakeholders and citizens. Given the uncertainty of the country's economic growth, it is envisaged that the funding of cost of living adjustment will not materialise during the 2024/25 financial year.

The medium term expenditure estimate for the 2024 MTEF period is R782.847 million for 2024/25, R816.429 million for 2025/26 and R853.824 million for 2026/27. Spending over the medium term on the economic classification of expenditure remains consistent annually. The figures are Compensation of Employees at 39%, Goods and Services at 26%; Capital Assets at 1% and Transfer Payments to Public Entities at 34% per annum. Given the uncertainty of the country's economic growth, it is envisaged that the budget growth trends will not improve during the 2024/25 financial year and the department has put measures in place to avoid unauthorised expenditure.

The baseline budget allocation of GCIS is constantly under pressure due to budget reductions that were made from GCIS baseline allocations over a period of time. These include the historic split from the department of Communication split, National Treasury's measures implemented to manage the wage bill and debt-servicing costs of the state as well as requests that may arise for unforeseen communication tasks.

Over the years, GCIS budget growth has been below the CPI, except for the 2020/21 financial year. This negative budget growth could potentially lead to significant adverse consequences compromising operations, low staff morale, stagnant innovation, and diminished competitive edge.

The persistent under allocation of resources (both financial and human capital) to GCIS threatens the Department's operations and its existence. This renders the department ineffective and unable to achieve its targets, increasing the risk of ineffective of 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 supply chain management (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.

Although the GCIS budget allocation is shrinking over the period, the department is committed to sourcing its goods and services from designated groups comprising of women, youth, PWDs, EMEs, QSEs, and companies in township and rural areas. The GCIS Procurement Plan and SCM policy support this government-wide effort on economic transformation. Targets are set for procurement from these designated groups. The department prides itself on compliance and recognises the importance of payment of invoices timeously in contributing to the sustainability and growth of SMMEs. In this regard, the department has maintained an overall payment rate of over 99%.

Programme Resource Consideration

Expenditure estimates

Programme 1: Administration						
Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate	
R million	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Dep Management	8 513	6 824	8 995	7 308	9 127	9 337
Corporate Services	54 100	60 276	54 789	67 823	72 117	72 420
Financial Administration	38 398	41 164	39 113	39 174	40 490	41 539
Internal Audit	9 774	10 440	10 243	11 393	11 563	11 576
Office Accommodation	67 006	70 779	75 345	73 397	77 020	75 092
Total	177 791	189 482	188 485	199 095	210 217	209 964
Change to 2021 Budget estimate						
Economic classification						
Current payments	173 055	187 296	186 432	193 652	204 324	205 478
CoE	72 707	80 424	78 779	78 950	83 295	86 937
Goods and service	100 349	106 872	107 653	114 702	121 029	118 541
of which:						
Audit costs: External	2 753	3 171	2 787	3 486	3 366	3 138
Communication	1 487	1 659	1 606	2 200	2 194	1 853
Computer services	12 622	15 273	13 570	19 676	20 490	20 385
Operating leases	62 491	65 405	70 187	68 115	71 368	69 558
Property payments	10 757	12 613	12 594	12 895	13 771	13 658
Travel and subsistence	1 359	1 099	2 083	2 275	3 207	3 197
Transfers and subsidies	813	702	1 010	223	765	606
Departmental agencies and accounts	37	36	40	40	42	44
Households	776	666	970	183	723	562
Payments for capital assets	3 918	1 484	1 021	5 220	5 128	3 880
Buildings and other fixed structures	-	26	-			
Machinery and equipment	3 918	1 458	1 021	5 220	5 128	3 880
Software and other intangible assets						
Payments for financial assets			19			
Total	177 791	189 482	188 485	199 095	210 217	209 964

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; 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 a number of government publications.
- **Research Analysis and Knowledge Services** 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 departments. It also distributes GCIS print products and assist departments with development of distribution strategies whilst overseeing the distribution services outsourced to service providers and provides marketing services to GCIS. The subprogramme manages national government's corporate identity. It further provides marketing services for the GCIS and other government departments.
- **Policy Development, Analysis and Market Modelling** conducts research and develops print media, new media and communication policies. The chief directorate will be required to render secretariat support services to the MAC Broad-Based Black Economic Empowerment (B-BBEE) Charter Council as

part of giving effect to socio-economic transformation in the sector through the provision of 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.

In addition, the chief directorate is established to improve universal access to community media services and transform the MAC and Print Media sectors by 2030; conducts research and develops print media, new media and communication policies.

To this end, the chief directorate will be responsible for development of the White Paper Policy to modernize government-wide communication system. 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. Finally, the chief directorate is responsible for the development and implementation of community media policies, laws and strategies to promote community media. In summary, the chief directorate operates in three spheres: legislated, co-regulated and self-regulated sectors.

Subprogramme: Products and Platforms

Outcome, outputs, performance indicators and targets

Outcome	Output	Ouput Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
Informed and empowered citizens	Online editions of <i>Vuk'uzenzele</i> publication	Number of online editions of <i>Vuk'uzenzele</i> published annually	14.45 million copies of <i>Vuk'uzenzele</i> newspaper were produced, 22 online editions of <i>Vuk'uzenzele</i> newspaper were published	15.3 million copies of <i>Vuk'uzenzele</i> newspaper were produced, 22 online editions of <i>Vuk'uzenzele</i> newspaper were published	11.2 million copies of <i>Vuk'uzenzele</i> newspaper were produced, 22 online editions published	10.2 million copies of <i>Vuk'uzenzele</i> produced and 22 online editions published	22 online editions of <i>Vuk'uzenzele</i> published	22 online editions of <i>Vuk'uzenzele</i> published	22 online editions of <i>Vuk'uzenzele</i> published
	Online PSM magazine	Number of online editions of PSM magazine published annually	10 editions of PSM magazine published	Six online editions of PSM magazine Published	11 online editions of PSM magazine Published	11 online editions of PSM magazine published	11 online editions of PSM magazine published	11 online editions of PSM magazine published	11 online editions of PSM magazine published
	Language services requests completed	Percentage of language services requests completed	100% (2 439 of 2 439) 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	100% language services requests completed
	Stories on key government programmes and interventions published on SAnews	Number of stories on key government programmes and interventions published on SAnews	New indicator	New indicator	New indicator	2820 stories on key government programmes and interventions published on SAnews	2820 stories on key government programmes and interventions published on SAnews	2840 stories on key government programmes and interventions published on SAnews	2860 stories on key government programmes and interventions published on SAnews

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
	GCIS-managed websites page updates maintained on key government	Number of page updates per day on GCIS-managed websites	New indicator	New indicator	New indicator	Five page updates per day maintained on GCIS-managed websites	20 page updates per day maintained on GCIS-managed websites	20 page updates per day maintained on GCIS-managed websites	20 page updates per day maintained on GCIS-managed websites
		Number of page views on GCIS-managed websites	New indicator	New indicator	New indicator	54 million page views on GCIS-managed websites	54 million page views on GCIS-managed websites	54 million page views on GCIS-managed websites	54 million page views on GCIS-managed websites
	Posts communicated to maintain viewership through GCIS digital platforms	Number of posts per day on GCIS-managed social media platforms	New indicator	New indicator	New indicator	20 posts per day to maintain a reach of 180 million screens on GCIS-managed social media platforms	70 posts per day on GCIS-managed social media platforms	80 posts per day on GCIS-managed social media platforms	90 posts per day on GCIS-managed social media platforms
		Number of screens reached on GCIS-managed social media platforms	New indicator	New indicator	New indicator		180 million screens reached on GCIS-managed social media platforms	180 million screens reached on GCIS-managed social media platforms	180 million screens reached on GCIS-managed social media platforms
	Engagement rate on GCIS-managed social media platforms	Percentage of engagements on GCIS-managed social media platforms	New indicator	New indicator	New indicator	2% engagement rate on GCIS-managed social media platforms	2% engagement rate on GCIS-managed social media platforms	2% engagement rate on GCIS-managed social media platforms	2% engagement rate on GCIS-managed social media platforms
	Growth in followership on GCIS-managed social media platforms	Percentage growth in followers on GCIS-managed social media platforms				5% new followers growth on GCIS-managed social media platforms	5% growth in followers on GCIS-managed social media platform	5% growth in followers on GCIS-managed social media platform	5% growth in followers on GCIS-managed social media platform

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of online editions of <i>Vuk'uzenzele</i> published annually	22 online editions of <i>Vuk'uzenzele</i> published annually	Six online editions of <i>Vuk'uzenzele</i> published	Six online editions of <i>Vuk'uzenzele</i> published	Five online editions of <i>Vuk'uzenzele</i> published	Five online editions of <i>Vuk'uzenzele</i> published
Number of online editions of PSM magazine published annually	11 online editions of PSM magazine published annually	Three online editions of PSM magazine published	Three online editions of PSM magazine published	Three online editions of PSM magazine published	Two online editions of PSM 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 key government programmes and interventions published on SAnews	2 820 stories on key government programmes and interventions published on SAnews	706 stories on key government programmes and interventions published on SAnews	706 stories on key government programmes and interventions published on SAnews	704 stories on key government programmes and interventions published on SAnews	704 stories on key government programmes and interventions published on SAnews
Number of page updates per day on GCIS-managed websites	20 page updates per day maintained on GCIS-managed websites	20 page updates per day maintained on GCIS-managed websites	20 page updates per day maintained on GCIS-managed websites	20 page updates per day maintained on GCIS-managed websites	20 page updates per day maintained on GCIS-managed websites
Number of page views on GCIS-managed websites	54 million page views on GCIS-managed websites	18 million page views on GCIS-managed websites	13 million page views on GCIS-managed websites	10 million page views on GCIS-managed websites	13 million page views on GCIS-managed websites
Number of posts per day on GCIS-managed social media platforms	70 posts per day on GCIS-managed social media platforms	70 posts per day on GCIS-managed social media platforms	70 posts per day on GCIS-managed social media platforms	70 posts per day on GCIS-managed social media platforms	70 posts per day on GCIS-managed social media platforms
Number of screens reached on GCIS-managed social media platforms	180 million screens reached on GCIS-managed social media platforms	56 million screens reached on GCIS-managed social media platforms	47 million screens reached on GCIS-managed social media platforms	30 million screens reached on GCIS-managed social media platforms	47 million screens reached on GCIS-managed social media platforms
Percentage of engagements on GCIS-managed social media platforms	2% engagement rate on GCIS-managed social media platforms	2% engagement rate on GCIS-managed social media platforms	2% engagement rate on GCIS-managed social media platforms	2% engagement rate on GCIS-managed social media platforms	2% engagement rate on GCIS-managed social media platforms
Percentage growth in followers on GCIS-managed social media platforms	5% growth in followers on GCIS-managed social media platform	1.25% growth in followers on GCIS-managed social media platform	1.25% growth in followers on GCIS-managed social media platform	1.25% growth in followers on GCIS-managed social media platform	1.25% growth in followers on GCIS-managed social media platform

Subprogramme: Research Analysis and Knowledge Services

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
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 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	10 cluster reports on perceptions of government priorities produced to inform communication clusters' strategies
	Government Communication Excellence Tool (G-CET) reports on communication in government	Number of G-CET reports	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 G-CET reports produced	Two biannual G-CET reports produced	Two biannual G-CET reports produced
	Key messages	Percentage of requested key messages produced for key campaigns and government 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% of requested key messages (excluding weekends, public holidays and holiday periods)	Produce 100% of requested key messages (excluding weekends, public holidays and holiday periods)	Produce 100% of requested key messages (excluding weekends, public holidays and holiday periods)

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of requested opinion pieces produced (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 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 requested (excluding weekends, public holidays and holiday periods)	Produce 100% of opinion pieces requested (excluding weekends, public holidays and holiday periods)
Percentage of self-initiated opinion pieces published	100% of self-initiated opinion pieces published	100% of self-initiated opinion pieces published	100% of self-initiated opinion pieces published	100% of self-initiated opinion pieces published	100% of self-initiated opinion pieces published

Subprogramme: Communication Service Agency

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
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	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
	National government campaigns implemented	Number of national government campaigns implemented	New indicator	New indicator	New indicator	16 national government campaigns implemented reaching 15 million people	7 national government campaigns implemented	7 national government campaigns implemented	7 national government campaigns implemented
	People reached on national government campaigns implemented	Number of people reached on national government campaigns implemented	New indicator	New indicator	New indicator		15 million people reached on national government campaigns implemented	15 million people reached on national government campaigns implemented	15 million people reached on national government campaigns implemented

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
	Government service delivery OTT platform	Number of hours of content/ broadcast per week on the Government service delivery OTT Platform	New indicator	New indicator	New indicator	One Government service delivery OTT Platform	Six hours per week of content uploaded and/ or broadcast on the Government service delivery OTT platform	Six hours per week of content uploaded and/ or broadcast on the Government service delivery OTT platform	Nine hours per week of content uploaded and/ or broadcast on the Government service delivery OTT platform
	Audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency on various platforms	Number of audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency on various platforms	New indicator	New indicator	New indicator	100 audiovisual content products developed to profile national events, government programmes and The Presidency on various platforms	100 audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency on various platforms	150 audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency on various platforms	200 audiovisual content products (photography / video) 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	650 radio products and services provided	650 radio products through differentiated platforms	700 radio products through differentiated platforms	750 radio products through differentiated platforms
	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	75% of graphic design products approved and completed based on client requests	75 % of graphic design products approved and completed based on client requests	80 % of graphic design products approved and completed based on client requests	80 % of graphic design products approved and completed based on client requests

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
	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	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	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
	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	20 marketing initiatives to increase awareness of GCIS services and offerings	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	Four government exhibitions coordinated	Four government exhibitions coordinated	Four government exhibitions coordinated	Four government exhibitions coordinated

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2024/25	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 implemented	Seven national government campaigns implemented	Seven national government campaigns implemented	Seven national government campaigns implemented	Seven national government campaigns implemented	Seven national government campaigns implemented
Number of people reached on national government campaigns implemented	15 million people reached on national government campaigns implemented	3,75 million people reached on national government campaigns implemented	3,75 million people reached on national government campaigns implemented	3,75 million people reached on national government campaigns implemented	3,75 million people reached on national government campaigns implemented

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of hours of content/ broadcast per week on the government service delivery OTT platform	Six hours per week of content uploaded and/ or broadcast on the government service delivery OTT platform	Six hours per week of content uploaded and/ or broadcast on the government service delivery OTT platform	Six hours per week of content uploaded and/ or broadcast on the government service delivery OTT platform	Six hours per week of content uploaded and/ or broadcast on the government service delivery OTT platform	Six hours per week of content uploaded and/ or broadcast on the government service delivery OTT platform
Number of audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency on various platforms	100 audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency on various platforms	25 audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency on various platforms	25 audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency on various platforms	20 audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency on various platforms	30 audiovisual content products (photography / video) developed to profile national events, government programmes and The Presidency 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 client requests	75% of graphic designs completed and approved based on client requests	75% of graphic designs completed and approved based on client requests	75% of graphic designs completed based on client requests	75% of graphic designs completed based on client requests	75% of graphic designs completed based on client 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 co-ordinated	One Government exhibition integrating government services to citizens coordinated
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

Subprogramme: Policy Development, Analysis and Market Modelling

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
Transformed mainstream print and digital media, advertising and community media.	Annual Transformation report	Annual Transformation report produced and submitted to the Minister	New indicator	New indicator	New indicator	Annual Transformation Report published by 31 March 2024	Annual Transformation Report produced and submitted to the Minister by 31 March 2025	Annual Transformation Report produced and submitted to the Minister by 31 March 2026	Annual Transformation Report produced and submitted to the Minister by 31 March 2027
	Final Draft Print and Digital Media Transformation and Revitalisation Charter.	Final Draft Print and Digital Media Transformation and Revitalisation Charter developed and submitted to the Minister.	New indicator	New indicator	New indicator	Final Draft Print and Digital Media Transformation and Revitalisation Charter developed and submitted to the Minister by 31 March 2024	Final Draft Print and Digital Media Transformation and Revitalisation Charter developed and submitted to the Minister by 31 March 2025	Print and Digital Media Transformation report published by 31 March 2026	Monitor implementation of Print and Digital Media Transformation and Revitalisation Recommendations
A well-functioning government communication system	<i>White Paper on Government Communication</i>	<i>White Paper on Government-wide Communications system approved by the Minister</i>	New indicator	New indicator	New indicator	Draft Discussion Paper on government communications wide developed and gazetted	Draft Green Paper on <i>Government-wide Communications System</i> approved by the Minister	Draft Discussion Paper on Government-wide Communication System developed	Draft White Paper on Government-wide Communication System developed

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Annual Transformation report produced and submitted to the Minister	Annual Transformation report produced and submitted to the Minister by 31 March 2025	Submit the annual transformation report to the DTIC	Submit quarterly report to the DTIC	Submit quarterly report to the DTIC	Submit annual transformation report to the Minister
Final Draft Print and Digital Media Transformation and Revitalisation Charter developed and submitted to the Minister.	Final Draft Print and Digital Media Transformation and Revitalisation Charter developed and submitted to the Minister by 31 March 2025	No target	Draft Print and Digital Media Transformation Charter consulted with industry bodies	Industry inputs consolidated on the Draft Print and Digital Media Transformation and Revitalisation Charter	Final Draft for Print and Digital Media Transformation and Revitalisation Charter submitted to the Minister
<i>White Paper on Government-wide Communications system approved by the Minister</i>	Draft Green Paper on <i>Government-wide Communications System</i> approved by the Minister	No target	Submit Draft Green Paper to Minister for approval	No target	Draft Green Paper approved for consultation

Explanation of planned performance over the medium-term period.

Chief Directorate: Research Analysis and Knowledge Services

In the medium term, the chief directorate will ensure: (1) sustained media monitoring and development of opinion pieces to better inform the media agenda and ensure resonance of government message. (2) Continued development of key messages to ensure alignment of governments voice. (3) Continued investment on G-CET through targeted workshops with departments to ensure the improvement in the quality of inputs as well as compliance to the Government Communication Policy.

More entities at national government level will also be added to the G-CET tool over the medium term. (4) Continued public perception research that provides insights for effective government communication planning and collaborate with other government departments for assessment of government communication campaigns on key government programmes. (5) Promoting the use of GSM in campaign planning and effectiveness.

To ensure alignment of government communications to the electoral mandate, the five-year NCSF is developed and aligned to the MTSF. This will uplift communication priorities of the Seventh Administration aligned to key government programmes and informed by evidence-based communications research findings.

Daily media monitoring guides the daily Rapid Response discussion to address issues, which require proactive or reactive government intervention to ensure responsive communication. In addition, to the

regular daily monitoring of national and international print, broadcast and online media, dedicated WhatsApp messages will be issued three-times daily to communicators and Ministers to ensure they are kept abreast of emerging and developing issues in the media environment. Key messages and opinion pieces will be developed which will be informed by content from government programmes. This ensures alignment and responsiveness of government's voice as issues develop.

Chief Directorate: Products and Platforms

During this period, the Chief Directorate: Products and Platforms will develop and distribute content aimed at improving the quality of life of South Africans. Activities include writing assignments; language services for products that require translation, editing and proofreading content; managing websites and GCIS- managed digital media platforms and the production of government publications.

The chief directorate will focus content on key government campaigns, in an effort to increase public awareness of government's efforts to build the economy, stem the tide of corruption and respond to GBVF, amongst others. Articles will also focus on creating civic awareness on voter education in the run up to the 2024 General Elections.

The South African Government News Agency, SAnews.gov.za, will over the medium term continue to be instrumental in communicating government programmes and policies to the public at large. Articles communicating government's efforts to build the South African economy post the COVID-19 pandemic, the numerous strides government is making in its efforts to combat corruption in the country and respond to GBVF will be the priority

focus for coverage over the medium term. Articles will also carry a particular focus on the strides that government has made over the last 30 years, to uplift the lives of citizens in the country.

By targeting readership in the rural and peri-urban areas with partly translated stories, the *Vuk'uzenzele* newspaper aims to empower communities with information and opportunities on government's key priorities such as employment, economic opportunities, youth programmes, service delivery and rural development. This publication will now be available as an online version in order to reach more citizens faster and cost effectively.

The Braille version, ensuring that the vision-impaired members of our population are also informed, will continue to be printed. The directorate also publishes an online magazine aimed at *Public Sector Managers*, the PSM magazine. This monthly publication features stories of trailblazers as well as conversations with various leaders in government departments, SOE's and agencies with the aim to inspire and motivate civil servants.

The GCIS will continue to produce the annual online publications, *South Africa Yearbook* and *Official Guide to South Africa*, which is a source of comprehensive information on the socio-economic and political well-being of the country, and also seeks to appeal to potential tourists and investors alike.

The department will continue to provide multilingual translations in fulfilment of the constitutional obligation and requirements of the Use of Official Languages Act, 2012 (Act 12 of 2012). It will also infuse the use of the new official South African Sign Language in some, if not all, of the department's communication campaigns.

THE GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM PRESENTS

Citizens CONNECT


This week on Citizens Connect, Busisiwe Gumede-Chizhanje takes a look at the new government entity Border Management Authority (BMA), its comprehensive plan and stakeholders in law enforcement.

In the next episode, Busisiwe and her guests shed light on how corruption drains communities, particularly through institutions like the National Lottery

Watch Citizens Connect Every Thursday at 20:30pm on SABC2

Repeats on Fridays from 12:00 – 12:30 SABC+ (OTT)

Repeats on Government YouTube Page and the Department of Social Development DSDTV Fridays




The Directorate: *Vuk'uzenzele* will in the 2024/25 financial year improve on its digital presence by launching a podcast to further amplify key government campaigns, in an effort to increase public awareness of the South African government's efforts to re-build the economy, reverse corruption and respond to alleviating GBVF, whilst inspiring citizens. Articles will also focus on voter education in the run up to the 2024 General Elections as well as two SONAs.

Digital media, which is proven to have high penetration, is expanding at an astounding rate and has become an integral part of our daily lives. It will continue to shape the way we connect, communicate and consume information. The task of increasing the penetration of all GCIS social media platforms as well as the websites (www.gcis.co.za and www.gov.za) has been given to the Directorate: Digital Media.

The Directorate: Digital Media will in the 2024/25 financial year improve on its digital presence on the existing channels as well as the newly created TikTok, LinkedIn and WhatsApp channel, giving citizens more options for accessing government information. However, given that over 27 million South Africans belong to the Rooted Realists population grouping and still reside in deep rural areas, the digital gap in our nation cannot be disregarded.

Chief Directorate: CSA

The Chief Directorate: CSA reaffirms its commitment to delivering high-quality content for GoZATV (OTT platform), with a primary focus on empowering, educating citizens and effectively communicating government programmes.

As the platform for disseminating information to the public, GoZATV (OTT platform) plays a crucial role in ensuring that citizens are well-informed about government initiatives, policies, and services. The Chief Directorate: CSA recognises the importance of delivering content that is informative, engaging, and relevant to the needs and interests of the South African people.

In line with this commitment, the GCIS will continue to produce and broadcast programmes that provide valuable insights into government programmes,

initiatives, and achievements. Our goal is to empower citizens with the knowledge and information they need to actively participate in national development efforts and make informed decisions about their lives and communities.

The Directorate: Media Buying remains committed to serving our esteemed government clients, facilitating impactful government campaigns while upholding cost-effectiveness. Our focus remains on providing increased financial support to small enterprises and the community media sector, particularly emphasising community print. In pursuit of efficiency, we aim to enhance negotiated cost savings from 16% to 18% in the forthcoming years.

Moreover, the directorate is dedicated to offering client departments comprehensive insights into the dynamic media landscape and emerging trends. By introducing innovative communication platforms, we ensure effective and contemporary communication strategies. To expand our reach and enhance service utilisation, the GCIS will conduct roadshows to engage with more client departments.

The Directorate: Media Production continues its vital support to The Presidency, government departments, and SOEs. Its services encompass radio, photography, videography, traffic management, and media production, all aimed at capturing the essence of 'Government at Work' by the principals and various government departments. The Radio Unit, which is equipped with an in-house studio, remains dedicated to fostering connections with community radio stations nationwide, broadcasting engaging phone-in programmes, dramas and news bulletins.

The Radio Unit will continue prioritising its engagement with community media as part of

fostering strong and meaningful relationships. It is dedicated to supporting and amplifying the work of community media outlets, recognising their unique ability to connect with and serve their audiences effectively. Through ongoing dialogue, collaboration and support, the GCIS will seek to strengthen ties between government entities and community media organisations for the betterment of communities.

The Directorate: Marketing and Events Management remains steadfast in delivering comprehensive marketing activities for all GCIS products and platforms. It is committed to promoting effective communication channels and events to ensure optimal visibility and engagement with audiences. In line with the mission to facilitate transparent, effective and inclusive communication, the directorate aims to further enhance our services and collaborations with government entities and stakeholders.



Chief Directorate: Policy Development, Analysis and Market Modelling

The purpose of the chief directorate is to develop government communication policies, legislation and regulations that support the development of a government-wide communication system, nation brand and community media, in order to create a favourable condition for economic growth and transformation as well as to enhance the capacity of, and exercise oversight over SOEs as the delivery arms of government.

Over the medium term, the chief directorate will implement the following:

- Develop legislation, regulations, policy and guidelines that govern government communication, thus ensuring broad-based economic development within the sector;
- Develop a White Paper Policy on government-wide communication system 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;
- Develop the MDDA Amendment Act to align it to key technological developments and good corporate governance practices as well as to enable sustainability in the community media sector;
- Responsible for economic analysis of government communication, community media and the nation brand to determine trends and create growth projections;
- Render strategic oversight in community media and the nation brand sector in order to enhance government's shareholding interest and improve the capacity of entities to deliver on its mandate;
- Oversee economic transformation in the MAC, Print and Digital Media as well as in community media sectors;
- Undertake market research to explore areas that require policy and regulatory intervention;
- Facilitate the appointment of boards of entities;
- Monitor the implementation of community media policies and provide guidance on the future direction of the sector;
- Contribute to the performance of SOCs on an ongoing basis by conducting reviews, research and modelling of pipelines and new business enhancement opportunities within the SOCs;
- Serves as a permanent secretariat to the Transformation Charter councils.



Programme Resource Consideration
Expenditure estimates

Programme 1: Administration						
Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate	
R million	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Programme Management for Content Processing and Dissemination	2 342	2 562	4 229	4 243	4 253	4 617
Policy and Research	34 152	35 808	39 625	38 876	39 985	41 136
Products and Platforms	52 858	49 338	44 747	46 080	38 608	40 137
Communication Service Agency	109 857	100 467	53 803	73 768	81 296	78 627
Entity Oversight	215 828	250 480	259 364	255 527	230 037	253 317
Media Policy	1 302	1 414	3 757	2 118	1 917	1 971
Total	416 339	440 069	405 525	420 612	396 096	419 805
Change to 2021 Budget estimate						
Economic classification						
Current payments	202 012	192 095	147 425	167 637	168 067	169 596
CoE	96 076	97 727	98 933	102 288	101 244	105 346
Goods and service of which:	105 937	94 368	48 492	65 349	66 823	64 250
Audit costs: External	55 730	45 940	4 561	21 148	24 381	22 038
Communication	2 762	5 224	2 988	3 263	4 459	3 618
Computer services	2 555	2 242	3 140	3 496	6 242	5 960
Operating leases	412	823	914	845	12 368	13 916
Property payments	5 670	3 585	7 785	5 113	5 800	5 644
Travel and subsistence	5 898	5 441	7 582	5 815	7 506	7 101
Transfers and subsidies	212 248	246 753	255 119	250 935	225 709	248 284
Departmental agencies and accounts	211 780	246 378	254 944	250 565	225 284	248 028
Households	468	375	175	370	425	256
Payments for capital assets	2 054	1 213	2 928	2 040	2 320	1 925
Buildings and other fixed structures	-	-				
Machinery and equipment	2 054	1 213	2 544	2 040	2 320	1 925
Software and other intangible assets	-	-	384			
Payments for financial assets	25	8	53			
Total	416 339	440 069	405 525	420 612	396 096	419 805

Details of selected transfers and subsidies							
Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Economic classification							
Departmental agencies and accounts						267 953	279 957
Departmental agencies (non-business entities)							
Current / Capital							
Brand SA	179 501	213 352	218 122	214 392	186 154	207 437	219 173
MDDA	32 279	33 026	36 822	36 173	38 608	40 387	42 237

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.
Outcomes	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, key stakeholders and in particular, the media. Funding in this chief directorate will be used to ensure effective liaison between government and the media; both domestically and internationally. The main focus is on establishing, strengthening and maintaining relations with domestic and international media so that the work of government is covered in the media environment. Media Engagement coordinates a central communications platform to ensure alignment of government messaging and responses to issues in the media environment, both proactively and reactively to set the government agenda. The chief directorate also ensures that the work of government is cascaded to members of Parliament, coordinates cross-cutting parliamentary questions and provides media support to Ministers and departments.

- **Cluster Communication** provides strategic communication, planning, coordination and support to Forum of South African Directors-General clusters. It provides leadership and professional project management services for cluster communication campaigns.
- **PLL** ensures that the communication coordinating forums at provincial and local levels are functional. This is achieved through nine GCIS provincial offices that oversee the footprint of government communication in every metropolitan and district municipality of South Africa. This is done in close coordination with structures and forums of the intergovernmental communication system located also in the offices of Premiers. The subprogramme implements outreach programmes to ensure public access to government programmes, opportunities and policies. 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.

Programme 3: Intergovernmental Coordination and Stakeholder Management

- Subprogramme: Media Engagement
- Outcome, outputs, performance indicators and targets

Outcome	Output	Ouput Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
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 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	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 held	26 engagements between government officials and senior journalists on government's key programmes held	27 engagements between government officials and senior journalists on government's key programmes 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	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	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 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of engagements between government officials and senior journalists on government's key programmes held	26 engagements between government officials and senior journalists on government's key programmes held	Eight engagements between government officials and senior journalists on government's key programmes held	Six engagements between government officials and senior journalists on government's key programmes held	Five engagements between government officials and senior journalists on government's key programmes held	Seven engagements between government officials and senior journalists on government's key programmes 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 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
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	
	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	

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
	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	20 communication projects implemented aligned to the NCSF/MTSF/ SoNA priorities	20 communication projects implemented aligned to the NCSF /MTSF/ SoNA priorities (Four projects per cluster per year – five clusters)	20 communication projects implemented aligned to the NCSF / MTSF/ SoNA priorities (Four projects per cluster per year – five clusters)	20 communication projects implemented aligned to the NCSF /MTSF/ SoNA priorities (Four projects per cluster per year – five clusters)
	Government communicators trained	Number of communication training opportunities availed across the communication system	New indicator	New indicator	New indicator	25 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
	Cluster Communication Programme	Number of reports on the implementation of the Cluster Communication Programme (CCP)	New indicator	New indicator	New indicator	New indicator	50 reports on the implementation of the CCP produced	50 reports on the implementation of the CCP produced	50 reports on the implementation of the CCP produced
	Cluster Communication Strategy	Number of five-year cluster communication strategies with CCPs drafted	Five Clusters Communication strategies with CCPs drafted	New indicator	New indicator	New indicator	Five cluster communication strategies with CCPs drafted	Five Cluster CCPs developed	Five CCPs developed

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of engagements with HoCs held	Two engagements with HoCs held	One engagement with HoCs held	No target	One engagement with HoCs held	No target
Number of ICFs held	10 ICFs held	Three ICFs held	Three ICFs held	Two ICFs held	Two ICFs held

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of communication projects implemented aligned to the NCSF/ MTSF/ SoNA priorities	20 communication projects implemented aligned to the NCSF/ MTSF/ SoNA priorities (Four projects per cluster per year – five clusters)	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 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
Number of reports on the implementation of the CCPs	50 reports on the implementation of the CCPs	15 reports on the implementation of the CCPs produced	15 reports on the implementation of the CCPs produced	10 reports on the implementation of the CCPs produced	10 reports on the implementation of the CCPs produced
Number of five-year cluster communication strategies drafted	Five cluster communication strategies with CCPs drafted	No target	Five cluster communication strategies with CCPs drafted	No target	No target

Subprogramme: Provincial and Local Liaison

Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
Informed and empowered citizens	Development communication projects implemented aligned to the NCSF	Number of development communication projects aligned to the NCSF	1 817 development communication activations aligned to the GCP were conducted	2 342 development communication projects aligned to the GCP were conducted	1 938 development communication projects aligned to the GCP were conducted	1 250 Development Communication projects implemented aligned to the NCSF	1 250 development communication projects implemented aligned to the NCSF	1 350 development communication projects implemented aligned to the NCSF	1 450 development communication projects implemented aligned to the NCSF
	Community and stakeholder liaison visits	Number of community and stakeholder liaison sessions/visits undertaken	1 617 community and stakeholder liaison visits undertaken	1 718 community and stakeholder engagement sessions/visits undertaken	1 605 community and stakeholder liaison visits undertaken	1 250 community and stakeholder engagement sessions/visits undertaken per year	1 250 community and stakeholder engagement sessions/visits undertaken	1 350 community and stakeholder engagement sessions/visits undertaken	1 450 community and stakeholder engagement sessions/visits undertaken

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2023/24	Medium-term targets		
			2020/21	2021/22	2022/23		Annual targets 2024/25	Annual targets 2025/26	Annual targets 2026/27
	Reports on support to the functioning of the government communication system	Number of reports on support to the functioning of the government communication system produced (provincial and local level) including the DDM	Produced four reports on support to the functioning of the government communication system (provincial and local level)	Produced four reports on support to the functioning of the government communication system (provincial and local level)	Four reports on support to the functioning of the government communication system produced (provincial and local level) including the DDM	Four reports on support to the functioning of the government communication system produced (provincial and local level) including the DDM	Four reports on support to the functioning of the government communication system produced (provincial and local level) including the DDM	Four reports on support to the functioning of the government communication system produced (provincial and local level) including the DDM	Four reports on support to the functioning of the government communication system produced (provincial and local level) including the DDM

Indicators, annual and quarterly targets

Output Indicator	Annual Target 2024/25	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of development communication projects implemented aligned to the NCSF	1 250 development communication projects implemented aligned to the NCSF	340 development communication projects implemented aligned to the NCSF	340 development communication projects implemented aligned to the NCSF	285 development communication projects implemented aligned to the NCSF	285 development communication projects implemented aligned to the NCSF
Number of community and stakeholder liaison sessions/visits undertaken per year	1 250 community and stakeholder engagements sessions/visits undertaken	340 community and stakeholder engagement sessions/visits undertaken	340 community and stakeholder engagement sessions/visits undertaken	285 community and stakeholder engagement sessions/visits undertaken	285 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) including the DDM	Four reports on support to the functioning of the government communication system produced (provincial and local level) including the DDM	One report on support to the functioning of the government communication system produced (provincial and local level) including the DDM	One report on support to the functioning of the government communication system produced (provincial and local level) including the DDM	One report on support to the functioning of the government communication system produced (provincial and local level) including the DDM	One report on support to the functioning of the government communication system produced (provincial and local level) including the DDM



Explanation of planned performance over the medium-term period

The Branch: Intergovernmental Coordination and Stakeholder Management contributes to the GCIS outcomes relating to “Informed and empowered citizens” and a “Well functioning government communication system”.

The Branch will coordinate and lead the government communication system at national, provincial and local levels. The purpose of this work is to ensure a well functioning government communication system able to provide information speedily and in an accessible manner to communities. While GCIS plays a central role, this delivery of a functional system requires the coordination and involvement of all partners in the government-wide communication system.

This will be achieved through planned engagements with HoCs and forums such as the Government Communicators’ Forum (GCF) as well as Internal Communicators’ Forum (ICF) meetings. The GCIS provincial and district offices will ensure that the communication coordinating forums at provincial and district level are functional through presentations to strategic forums of decision makers (municipal councils, IGR forums, DDM coordinating structures to mention a few), to advocate for functional and resourced communication forums and structures.

This will be done through the presentation of the Government Communication Policy, and following the development of a new NCSF post the democratic elections in 2024, to all stakeholders across the intergovernmental communication system (all three spheres of government). Revisions for the 7th Administration will be presented to all stakeholders across the intergovernmental communication system (all three spheres of government).

The Subprogramme will further do capacity building interventions around communication Strategising and Media Liaison in partnership with the GCIS Training unit. Through community and stakeholder engagements, as well as ongoing stakeholder coordination, the functioning of forums will be assessed and where challenges emerge, interventions at district, provincial and where necessary, even at Ministerial level, will be sought through the presentation of quarterly reports on the functioning of the government communications system.

In the upcoming medium term, the Branch will work with other Branches to develop the National Communication Strategic Framework for the next administration as well as the development thereafter

for each outer year in the MTSF, of an Integrated Government Communication Plan (IGCP). This will be based on the priorities of the MTSF which will derive from the election mandate of the government of the day following the 2024 General Election, but will remain focussed on the NDP 2030 as the lodestar.

The framework will similarly be updated at intervals with priorities announced during State of the Nation Addresses by the President of the Republic over the planned medium term. Recent lessons have taught this Branch that flexibility and agility to rapidly changing circumstances must be considered including incidents such as natural disasters resulting from climate change, and situations where multi-sectoral coordinated crisis responses are necessitated. COVID-19 and the vaccination campaign; the Energy Action Plan and the Freight Logistic Crisis Committee driving the Freight Logistics Roadmap are recent poignant examples. These and similar developments will, where necessary, be brought into the IGCP. The Branch will similarly facilitate the planning and implementation of priority campaigns on civic education, the ERRP, Anti-Corruption as well as GBVF campaigns, using the project management approach. These are issues that are reflected in the public opinion research that South Africans are concerned about and feel that government should prioritise and as such, require aggressive communication.

A total of 1 250 communication activations are planned for the 2024/25 financial year and will be in the form of Community Dialogues, Community Radio programmes, and Community Activations. The content focus will primarily be on Gender Based Violence and Femicide, Anti-Corruption, Anti-crime, Economic Recovery and Reconstruction Programme (ERRP) and Social Mobilisation interventions around cleaning and greening of living environments.

The Branch plans to have ten Internal Communication Forum meetings as per our Annual Plan. Furthermore a total of five Cluster Communication Engagement are planned for the performance cycle. A total of twenty five Communication training opportunities will be availed across the communication system. The Branch will avail Communication Training Opportunities across the communication system in conjunction with the National School of Government (NSG). This will be supplemented by capacity building and induction initiatives for new entrants to the communication system, facilitated by the Branch.

The functioning of the system generally and forums and other catalytic partnership areas (e.g. DDM Communications Plans), will be assessed and where challenges emerge, interventions at district, provincial and where necessary, even at Ministerial level, will be sought through the presentation of quarterly reports on the functioning of the communications system.

Following the 2024, General Elections and the approval of a new NCSF by Cabinet, this will be cascaded to provinces and municipalities enabling them in the 2024/25 financial year to develop new provincial communication strategy frameworks relevant to their provincial development plans and DDM One Plans, and thereafter annual IGCPs.

The Branch will implement twenty communication projects aligned to the MTSF, the NCSF and SoNA priorities. As indicated, given that 2024 is an election year, there may be revisions or changed emphasis in priorities which will be featured into planning.

The Branch also contributes to ensuring “Informed and empowered citizens” which, post-election revisions considered, will in all likelihood include economic growth, renewal and recovery; scaling up

the fight against crime and corruption; rooting our gender based violence and femicide; communicating extensively improvements in the functioning of the supply of electricity to end loadshedding and interventions to enhance the functioning of the country’s logistics system, to mention a few.

The campaigns will be coordinated under the established GCIS Communication Action Team Committee (CATCO) and through the Communication Cluster forums.

The Branch, in driving cluster communication, will host 26 engagements between government officials and senior journalists on government’s key programmes. Furthermore, the Branch will engage and provide support to communication forum meetings at local level. A quarterly report on this will be developed to list the status and challenges identified during the quarter.

Informed and empowered citizens will be ensured through a well-functioning communication system as the collective machinery of government communication extends the reach of government communication into all corners of the country. This is done by ensuring that various content products such as information packages, key messages, communication strategies, factsheets, media announcements are regularly cascaded across the system and various intermediaries at the coalface of communication. This includes key products developed by the Chief Directorate:PLL, namely the weekly *My District Today* newsletter and editions of *Government News Today*. These are reinforced by regular presentations to our stakeholders across the system, especially leadership in local government structures and fieldworkers such as community development workers.

The quarterly report on the functioning of the system will similarly report on the progress in achieving this information flow. Challenges identified during the quarter will be addressed through in-term monitoring, especially also by the nine GCIS provincial directorates. Platforms currently used by provinces for distribution include email databases, digital media platforms such as Facebook, X (formerly Twitter), YouTube and WhatsApp, especially district and province-wide Whatsapp groups. These combined efforts ensure all our stakeholders are empowered with information daily.

Plans are also in place to attend and provide assistance to monthly and quarterly forum meetings such as Provincial Communication Core Team meetings, District Forum meetings and Municipal Communication meetings. Assistance will be provided to these forums to develop communication strategies and plans to assist with the implementation of these strategies upon request. In this work, emphasis will continue to be placed on district level coordination machinery in support of the institutionalisation of the DDM. Through the subprogramme PLL also coordinates the Imbizo programme of government in line with the DDM.

The subprogramme of Provincial and Local Liaison (PLL) also implements outreach programmes to widen access to government information programmes and policies by the public. Through these community and stakeholder engagements, which are direct liaison visits in communities by communication officers of the GCIS, information needs for public communication are assessed and responses provided through various mediums, including community-based activations.

While cost containment measures have significantly impacted the ability to scale up these important visits, they will not be compromised and a total of 1 250 CSEs are planned for the 2024/25 financial year. PLL 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, in partnership with CoGTA, the communication strategy for the DDM Presidential Izimbizo programme of government in line with the DDM aimed at promoting District One Plans as focal points of integrated and coherent development planning and local economic opportunities.

The Branch through the subprogramme of Media Engagement, will further strive to deliver a 100% submission of all post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year. These sessions will ensure that Cabinet decisions are unpacked and communicated to empower and educate the citizens and the media on Cabinet decisions.

The Branch will similarly coordinate a central government communications forum (Rapid Response) and Media Liaison Officers' (MLO) Forum to discuss daily issues that affect the reputation of government as well as manage urgent and immediate responses to the public and citizens on media reports about government. This will ensure coherent messaging and targeted communications, and ensure better coordination on communicating the work of government with the media. The Branch will also support media briefings coordinated by the respective lead departments on key government programmes.

The Branch will regularly coordinate a series of structured and well-curated engagements

between ministers, deputy ministers and/or senior government officials, to proactively provide the media, with information that is unpacked, insightful and contextualised, so that their reporting is factual and has the appropriate context about the upcoming plans and programmes of government. The Branch will work with MLOs of government to develop a proactive quarterly and weekly media plan for regular and consistent media interactions based on government's annual Integrated Communication Plan.

Under the Chief Directorate, Media Engagement, the Directorate: Parliamentary Liaison will continue to disseminate government information to all Members of Parliament in the National Assembly and the National Council of Provinces. In addition, it will continue to ensure that Parliamentary appearances by members of the Executive and the administration are used as a valuable opportunity to communicate government information to the broader public. Continuous monitoring of Parliamentary platforms empowers the government communication system to construct more effective communication plans whilst accounting to Parliament. This team will similarly sustain and develop the working relationship with the Parliamentary Press Gallery (PGA). The Branch plan to have 26 engagements between government officials and senior journalists on government's key programmes.

This will empower them to pro-actively engage the media during cabinet briefings. The Branch will provide strategic direction to ensure the communication of South Africa's international media agenda. International Media Engagement will continue to create a media network that solidifies the relationship with the Foreign Correspondence Association (FCA) and collaborates with other media houses for pool arrangements during government events/ projects.

The Branch will provide strategic direction to ensure the communication of South Africa's international media agenda. International Media Engagement will continue to create a media network that solidifies the relationship with the FCA and collaborates with other media houses for pool arrangements during government events/ projects.

It will contribute to work aimed at promoting and communicating the country's international programme and will participate and where required, coordinate international media engagement activities with key government programmes from various departments and agencies such as The Presidency and Department of International Relations and Cooperation.

The International Media Engagement unit will coordinate the SADC programme and strengthen information channels that enhance public knowledge and consciousness of the SADC Media Awards and improving relations with AU Communications. It will further provide media liaison support and give guidance to the media activities by developing Media Plans, Interview Schedules as well as maintaining regular engagements with the FCA. International Media Engagement work will also include the development of media plans and interview schedules for international projects. The unit will continue maintaining regular interactions with the FCA. It will also ensure the sharing of content through the Africa Op-eds Strategy, media briefings and GCIS Africa webinars etc.

Programme Resource Consideration

Expenditure estimates

Programme 3: Intergovernmental Coordination and Stakeholder Management						
Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate	
R million	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Programme Management for Intergovernmental Coordination and Stakeholder Management	1 484	1 567	3 525	3 345	3 640	3 776
Provincial and Local Liaison	82 173	87 535	89 108	86 762	93 489	96 733
Media Engagement	16 019	17 024	16 732	15 530	17 050	17 770
Cluster Supervision(Human Development, Social Protection and Governance and Administration)	10 316	10 598	10 978	9 593	10 613	11 059
Cluster Supervision(Economic and Infrastructure, Justice and International)	7 988	8 730	9 552	8 609	9 073	9 467
Total	117 980	125 453	129 895	123 839	133 865	138 805
Change to 2021 Budget estimate						
Economic classification						
Current payments	115 129	123 808	128 095	122 448	131 994	137 081
COE	98 791	106 041	108 830	101 864	110 749	116 030
Goods and Services of which:	16 338	17 767	19 265	20 584	21 245	21 051
Advertising	1 526	1 697	726	1 660	1 480	1 390
Communication	5 397	5 316	4 903	5 863	5 752	6 109
Contractors	419	616	193	771	779	884
Fleet services (including government motor transport)	2 646	1 822	1 249	880	946	1 141
Consumables: Stationery,printing and office supplies	391	396	394	815	972	1 075
Travel and subsistence	4 111	6 373	9 398	7 295	8 680	7 773
Transfers and subsidies	692	234	237	451	162	483
Departmental agencies and accounts	6	4		4	2	2

Households	686	230	237	447	160	481
Payments for capital assets	2 157	1 305	1 552	940	1 709	1 241
Buildings and other fixed structures	45		17			
Machinery and equipment	2 112	1 305	1 535	940	1 709	1 241
Software and other intangible assets		-	-			
Payments for financial assets	2	106	11			
Total	117 980	125 453	129 895	123 839	133 865	138 805

Key risks

Outcome	Key Risks	Risk Mitigation
Improved governance and service excellence	The GCIS Operating Model not supporting the implementation of the departmental Strategy.	<ul style="list-style-type: none"> • Benchmark an ideal Communications Agency Ops Model. • Develop an Ops model for GCIS responsive to a leaner and flatter structure, digitalized operations, and constrained financial environment. • Implement the revised organizational Structure. • Develop a Recruitment Plan to fill critical funded vacancies.
	Delays in the implementation of the digital transformation initiatives.	<ul style="list-style-type: none"> • Implement the IMT Digital Transformation projects. • Provide training and empowerment to staff to improve digital capability. • Review all the policies including security policies in line with technological changes.
	Behaviours and sentiments of GCIS representatives that may bring GCIS into disrepute.	<ul style="list-style-type: none"> • Review Gift, Donation and Sponsorship Policy. • Conduct awareness on Gift, Donation and Sponsorship, Code of Conduct and Ethics Policy.
	Vacant leadership positions may create uncertainty and impact the strategic direction and sustainability of the institution.	<ul style="list-style-type: none"> • Finalise the appointment process of the Director General.
Informed and empowered citizens	Limited reach of GCIS managed platforms and campaigns to different segments of the population.	<ul style="list-style-type: none"> • Implementation of the Vuk'uzenzele Digital Media Strategy. • Implement innovative platforms to communicate with citizens. • Develop policies that will facilitate the enforcement of communication system. • Assess government communication performance using the G-CET report.
Well-functioning government communication system	Inability to maintain coherence across the government communication system.	<ul style="list-style-type: none"> • Conduct induction of entrants into the system. • Conduct capacity building for Communicators and Executives. • Use of communication tools / platforms to reach targeted audiences. • Strengthen the relationship with stakeholders in the communication system.

Public entities

Name of Public Entity	Mandate	Key outputs
MDDA	<p>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.</p> <p>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.</p> <p>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.</p>	<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. • Community broadcasting project and Small Commercial Media • digital/print project funding • Training interventions aimed at capacitating the community media with skills aligned to sector specific needs
Brand SA	<p>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.</p>	<ul style="list-style-type: none"> • Unqualified audit opinion outcome obtained annually. • Marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences • Collaborative activities with various stakeholders both domestically and internationally . • Nation Brand promotion activities implemented at global strategic platforms • Promote active citizenry and social cohesion through the Play Your Part Programme.

Infrastructure Projects

There are no infrastructure projects.

Public Private Partnerships

There are no public private partnerships.

Implementing the DDM

The DDM is a government approach to improve integrated planning and service delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment.

The GCIS has strategically supported the DDM model through its provincial and district offices as follows:

- a. Dissemination of DDM Toolkits through email database platforms, Provincial and District Social Media platforms, and through Whatsapp groups;
- b. Participates and provides communication support at DDM coordinating structures provincial and locally. This includes developing communication approaches and plans for the DDM outreaches, coordinating district/metro profiles for the DDM champions, profiling DDM catalytic projects, compile the Local Environmental Reports (LEAR)s in preparation of DDM outreaches as well as facilitation of DDM Community Radio panel discussions.

In its endeavour to support and strengthen the DDM Model the GCIS provincial and district offices will continue to undertake DDM-related communication interventions in partnership with COGTA and relevant departments. More support will be provided for 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.

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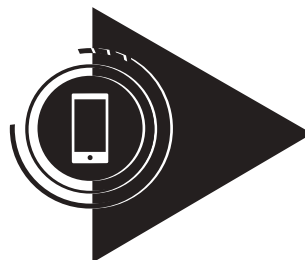
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ANNEXURE A

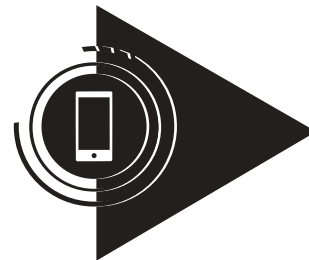


ADJUSTMENT OF OUTPUT INDICATORS AND TARGETS IN THE 2024/25 – 2026/27 APP

2023/24 – 2025/26 APP		2024/25 – 2026/27 APP		Reasons for change
Output Indicator	Annual target	Output Indicator	Annual target	
Programme: Content Processing and Dissemination				
Number of <i>Vuk'uzenzele</i> copies produced and online editions published annually	10.2 million <i>Vuk'uzenzele</i> copies produced and 22 online editions published	Number of online editions of <i>Vuk'uzenzele</i> published annually	22 online editions of <i>Vuk'uzenzele</i> published	Printing of <i>Vuk'uzenzele</i> newspaper (10.2 million copies) discontinued
Number of GCIS print products distributed	12 print products produced by the GCIS distributed	Deleted	Deleted	
Programme: Intergovernmental Coordination and Stakeholder Management				
-	-	Number of five-year cluster communication strategies with CCPs drafted	Five cluster communication strategies with CCPs drafted	New indicator
-	-	Number of reports on the implementation of the CCPs	50 reports on the implementation of the CCPs produced	New indicator
Number of Cluster Communication engagements held	Five Cluster Communication engagements held	-	-	Removed from the APP to the AOP



DEPARTMENTAL TECHNICAL INDICATOR DESCRIPTORS (TIDs)



Programme 1: Administration	
Programme performance indicators	
Subprogramme 1.1: Human Capital and Corporate Support	
1.1.1 Percentage of untrained MMS members enrolled for the Management Development Programme	
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 for the Management Development Programme
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 shall be skilled in line with the Management Development/ Advancement Programme.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	<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	5% of untrained MMS members enrolled for the Management Development Programme
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 members of MMS against the enrolled members.
Source/collection of data: Describes where the information comes from and how it is collected	Approved MDP or Advance MDP Plan.
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	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: HC&CS
Who is responsible for collecting the data?	Director (D): HRD,EH&W
Who is responsible for checking and verifying the data captured?	Chief Director (CD): HC&CS
Means of verification (evidence)	Proof of enrolment with the NSG List of MMS members
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Management Development Programme for MMS members is dependent on NSG having a minimum number of 20 to constitute a class.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: HC&CS

1.1.2 Percentage of SMS members enrolled for Executive Management and Leadership Support courses	
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 Executive Management and Leadership Support courses
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 Leading Innovation in the Public Service.
Assumptions: Factors that are accepted as true and certain to happen without proof	SMS members shall be skilled in line with the 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 people with disabilities 	<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	5% of untrained SMS members enrolled for Executive Management and Leadership Support courses

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 against members enrolled.
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 noncumulative	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: HC&CS
Who is responsible for collecting the data?	Director (D): HRD,EH&W
Who is responsible for checking and verifying the data captured?	Chief Director (CD): HC&CS
Means of verification (evidence)	Proof of enrolment with the National School of Government. List of SMS members.
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 to constitute a class.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: HC&CS

Subprogramme 1.2: Government Information Technology Officer	
1.2.1 Percentage of digitisation strategic projects implemented	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of digitisation strategic 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 strategic Projects are projects that are implemented for the achievement of the digital transformation of the 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 people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	20% of digitisation strategic projects implemented.
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the 20% digitisation strategic projects implemented (number of digitisation strategic projects implemented against number of approved digitisation strategic 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 noncumulative	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?	GITO

Who is responsible for collecting the data?	D: IT and D: IMS
Who is responsible for checking and verifying the data captured?	GITO
Means of verification (evidence)	<ol style="list-style-type: none"> 1. Minutes of Management Committee where the Digital Transformation Strategy was approved 2. List of approved digitisation strategic projects 3. Proof of projects implemented/completed, such as a handover report
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	GITO

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.	Percentage of IT Infrastructure Availability (Disaster Risk Reduction)
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	Service-level agreements 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 people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	95% Information Technology IT infrastructure availability

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Availability of IT infrastructure as a percentage. Number of times the systems were available against interruptions.
Source/collection of data: Describes where the information comes from and how it is collected	Network and transversal systems availability reports from the SITA and the availability of GCIS internal systems from the Directorate: IT.
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	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?	GITO
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)	1. IT infrastructure availability report presented to the IM&T Steering Committee. 2. Report showing the availability of IT infrastructure, in percentage across all GCIS offices
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	GITO

Subprogramme 1.3: CFO	
1.3.1 Percentage of budget spent on designated groups and/or locations	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Percentage of budget spent on designated groups and/or locations
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	Goods and services procured from the designated groups across the nine provinces
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<ol style="list-style-type: none"> 1. The RDP goals on transformation are applied on each Request for Quotation (RFQ) and tender; 2. There is no fronting done by the service providers.
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	<ul style="list-style-type: none"> • Women • Youth • PWDs • SMMEs
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	25% budget spent on designated groups and/or locations
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	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).
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	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.
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Cumulative year-to-date
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CFO
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; B-BBEE Verification Certificate; GCIS operational budget and expenditure report on designated groups
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 such as 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 people with disabilities 	N/A

<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	A clean audit outcome with no matters of emphasis in finance or performance information
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Unqualified audit opinion issued by the AGSA
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	Management reports issued by the AGSA
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Non- cumulative
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Annually
DATA COLLECTION	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	Directorate: Financial Administration
<p>Who is responsible for collecting the data?</p>	DD: Financial Administration
<p>Who is responsible for checking and verifying the data captured?</p>	CFO
<p>Means of verification (evidence)</p>	Management/ Audit report issued by the AGSA
<p>Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	None
INDICATOR RESPONSIBILITY	
<p>Indicator owner: Identifies who is responsible for managing and reporting the indicator</p>	CFO supported by CD: HC&CS and CD: S&OP

Programme performance indicators Subprogramme 1.4: S&OP	
1.4.1 Number of performance review and compliance monitoring reports compiled and submitted to the Executive Authority	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of performance review and compliance monitoring reports compiled and submitted to the Executive Authority
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	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.
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	All public entities will provide all relevant information as required
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Eight performance review and compliance monitoring reports compiled and submitted to oversight body (Office of the Deputy Minister or Office of the Minister)
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Simple count of performance review and compliance monitoring reports of public entities compiled
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	Quarterly performance reports from public entities and analysis reports
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Cumulative year-end
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Performance Monitoring and Evaluation
Who is responsible for collecting the data?	D: Performance Monitoring and Evaluation
Who is responsible for checking and verifying the data captured?	Chief Director: S&OP
Means of verification (evidence)	Actual analysis reports; Proof of submission to the Executive Authority
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: S&OP

Programme 2: Content Processing and Dissemination	
Subprogramme 2.1: Products and Platforms	
2.1.1 Number of online editions of Vuk'uzenzele 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>Vuk'uzenzele</i> published annually
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	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. The newspaper is also shared via emails and <i>Vuk'uzenzele</i> social media platform(e.g. X and facebook) to reach a broader audience. The newspaper is full of news and advice on socio-economic opportunities created by government.
Assumptions: Factors that are accepted as true and certain to happen without proof	<i>Vuk'uzenzele</i> website will always be available to publish the planned editions and the social media platforms will also be available to share the newspaper.

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 produce the targeted number of online editions (22) 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 editions produced and published annually
Source/collection of data: Describes where the information comes from and how it is collected	Writers source information, conduct research from various credible sources and write articles for each product
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	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: <i>Vuk'uzenzele</i>
Who is responsible for collecting the data?	D: <i>Vuk'uzenzele</i>
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Editions of <i>Vuk'uzenzele</i> newspaper published on www.Vuk'uzenzele.gov.za/archives
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: Products and Platforms

2.1.2 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 PSM 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.	PSM magazine targets middle to senior managers in the Public Service
Assumptions: Factors that are accepted as true and certain to happen without proof	The GCIS website will always be available to publish the planned editions
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 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 and participants.
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	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: <i>Vuk'uzenzele</i>

Who is responsible for collecting the data?	D: <i>Vuk'uzenzele</i>
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Editions of PSM 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	The GCIS website inaccessible
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.3 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
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 people with disabilities 	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 and clients (departments)
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	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: Editorial and Language Sevices
Who is responsible for collecting the data?	<ul style="list-style-type: none"> • DD: Language Services • DD: Editorial Services • Director: Editorial and Language Sevices
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

2.1.4. Number of stories on key government programmes and interventions published on SAnews	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of stories on key government programmes and interventions published on SAnews
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	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, through coverage of the latter on the website: www.SAnews.gov.za
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	Assuming that government articulates its programmes and priorities, as seen in the SoNA, as a starting point.
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	SAnews publishes five days a week, however, weekend coverage of major events, especially relating to the President, important deaths and celebrations – 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	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	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.
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<ul style="list-style-type: none"> • SAnews website: www.SAnews.gov.za • Content Management System (CMS) back end • IT stats – from CMS back end
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Cumulative year-end
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	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 content management system (CMS) and back end of SAnews website. IT stats – from CMS back end
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	SAnews website and content management system does not work
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

2.1.5. Number of page updates per day on GCIS-managed 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 on GCIS-managed 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 are updated per day excluding weekend and public holidays (however, there may be weekend and public holidays website updates of major events, especially relating to the President.) on the following websites: www.gov.za ; www.gcis.gov.za ; www.vukuzenzele.gov.za and other sources.
Assumptions: Factors that are accepted as true and certain to happen without proof	The above government websites updated by content managers to provide access to timely and accurate government information
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A

<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	20 page updates per day on GCIS-managed websites
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Calculation of indicator will be done with system reports of GCIS-managed websites
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	System reports of <i>www.gov.za</i> website and other key GCIS-managed websites
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Cumulative year-end
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly and annually
DATA COLLECTION	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	Directorate: Digital Media
<p>Who is responsible for collecting the data?</p>	D: Digital Media
<p>Who is responsible for checking and verifying the data captured?</p>	CD: Products and Platforms
<p>Means of verification (evidence)</p>	System reports of <i>www.gov.za</i> website and other GCIS-managed websites
<p>Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	Inability to access system reports could prevent or limit reporting
INDICATOR RESPONSIBILITY	
<p>Indicator owner: Identifies who is responsible for managing and reporting the indicator</p>	CD: Products and Platforms

2.1.6. Number of page views on GCIS-managed websites	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of page views on GCIS-managed websites
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	The indicator is intended to show the number of times content pages are viewed per day excluding weekend and public holidays (however, there may be weekend and public holidays websites update of major events, especially relating to the President.) on the following GCIS-managed websites: <i>www.gov.za</i> ; <i>www.gcis.gov.za</i> ; <i>www.vukuzenzele.gov.za</i> and other sources.
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	The above government websites updated by content managers to provide access to timely and accurate government information
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	54 million page views on GCIS-managed websites
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Calculation of indicator will be done with system reports of GCIS-managed websites
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	System reports of <i>www.gov.za</i> website and other key GCIS-managed websites
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Cumulative year-end
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly and annually
DATA COLLECTION	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	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 and other GCIS-managed websites
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

2.1.7. Number of posts per day on GCIS-managed social media platforms	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of posts per day on 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: • 70 posts shared daily on GCIS-managed social media platforms by the following directorates (Digital Media; SAnews; <i>Vuk'uzenzele</i> Media Engagement; and PLL), and other sources.
Purpose/importance: Explains what the indicator is intended to show and why it is important.	The purpose of the indicator is to increase the frequency of updates to the GCIS-managed social media platforms
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) • 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	70 daily posts (excluding weekends and public holidays – unless there are major government programme and events)

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Number of posts per day on GCIS-managed social media platforms. Calculation of indicator will be done with system reports of GCIS-run social media platforms (FB: South African Government, @GovernmentZA, FB: GCIS, @GCISMedia, YouTube: GovernmentZA, FB: South African Government News, @SAGovnews, FB: Vuk'uzenzele, @VukuzenzeleNews) and other sources.
Source/collection of data: Describes where the information comes from and how it is collected	Social media platform system reports
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	Cumulative year-end
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

2.1.8. Number of screens reached on GCIS-managed social media platforms	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of screens reached on GCIS-managed social media platforms
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>The indicator is intended to show:</p> <ul style="list-style-type: none"> posts shared daily on GCIS-managed social media platforms by the following directorates (Digital Media; SAnews; <i>Vuk'uzenzele</i> Media Engagement; and PLL), and other sources reaching 180 million screens. The number of times content on the GCIS-managed social media pages appears on digital screens
<p>Purpose/importance: Explains what the indicator is intended to show and why it is important.</p>	The purpose of the indicator is to increase the frequency of posts to the GCIS-managed social media platforms in order to grow the number of screens reached.
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	Regularly updated social media pages resulting in views of content
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	180 million screens reached
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Number of screens reach on GCIS-managed social media platforms. Calculation of indicator will be done with system reports of GCIS run social media platforms (FB: South African Government, @GovernmentZA, FB: GCIS, @GCISMedia, YouTube: GovernmentZA, FB: South African Government News, @SAGovnews, FB: Vuk'uzenzele, @VukuzenzeleNews) and other sources.
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	Social Platform system reports
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Cumulative year-end

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

2.1.9. Percentage of engagements on 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 of engagements on 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.	Engagement rate indicates the average number of interactions the social media content receives per follower.
Assumptions: Factors that are accepted as true and certain to happen without proof	Regularly updated social media pages resulting in views of content and 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

<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	2% engagement rate on GCIS-managed social media platforms
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>Calculation of indicator will be done with system reports of GCIS run social media platforms (www.gcis.gov.za, www.gov.za, www.SANews.gov.za, www.vukuzenzele.gov.za) and other sources</p> <p>Baseline:</p> <p>Twitter engagement rate calculation: The average engagement rate per tweet by followers on Twitter is calculated as the total engagement (likes and retweets) divided by the number of tweets the profile published. The result is then divided by the number of followers, and all multiplied by 100.</p> <p>Facebook engagement rate calculation: The Facebook engagement average rate is calculated by dividing the total number of likes, comments, views, and shares your posts have received by the number of fans or total followers who have seen them.</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	Platform system reports
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Non-cumulative
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly
DATA COLLECTION	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	Directorate: Digital Media
<p>Who is responsible for collecting the data?</p>	D: Digital Media
<p>Who is responsible for checking and verifying the data captured?</p>	CD: Products and Platforms
<p>Means of verification (evidence)</p>	Social media system reports
<p>Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control</p>	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

2.1.10. Percentage growth in followers on 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 growth in followers on 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 followers growth and indicate the number of new followers gained by the GCIS-managed social media platforms overall
Assumptions: Factors that are accepted as true and certain to happen without proof	Regularly updated social media pages resulting in views of content and growth in followers
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	5% growth in followers on GCIS-managed social media platform
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 platforms (FB: South African Government, @GovernmentZA, FB: GCIS, @GCISMedia, YouTube: GovernmentZA, FB: South African Government News, @SAGovnews, FB: Vuk'uzenzele, @VukuzenzeleNews) and other sources.

Source/collection of data: Describes where the information comes from and how it is collected	Social Media platform system reports
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	Cumulative year-end
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
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: Research Analysis and Knowledge Services	
2.2.1 Number of cluster reports on perceptions of government priorities produced to inform Communication clusters' Strategies	
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 to inform communication clusters' strategies
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 people with disabilities 	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 and shared with relevant stakeholders
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 noncumulative	Cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Biannual
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Directorate: Research Services
Who is responsible for collecting the data?	D: Research Services
Who is responsible for checking and verifying the data captured?	CD: Research Analysis and Knowledge Services
Means of verification (evidence)	Actual cluster reports produced and proof of submission to MANCO/EXCO and relevant stakeholders
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: Research Analysis and Knowledge Services
2.2.2 Percentage of requested key messages produced for key campaigns and government priorities (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 for key campaigns and government priorities (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.	Key messages are statements that succinctly communicate government's stance on issues affecting it and the country. The key messages produced will include communication of key campaigns and government priorities. Key messages extract prominent aspects of a government programme, issue or report and are used to contribute to consistency in government communication.
Assumptions: Factors that are accepted as true and certain to happen without proof	Key messages will be produced as per 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	100% of requested key messages produced for key campaigns and government priorities (excluding weekends, public holidays and holiday periods)
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 noncumulative	Cumulative year-end

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: Communication Resource Centre (CRC)
Who is responsible for collecting the data?	D: CRC
Who is responsible for checking and verifying the data captured?	CD: Research Analysis and Knowledge Services
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: Research Analysis and Knowledge Services

2.2.3 Number of G-CET reports	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of G-CET reports
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 implementation of the GCP.
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 people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Two biannual G-CET reports 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 two bi-annual G-CET 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 noncumulative	Cumulative year-end
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Bi-annual
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: Research Analysis and Knowledge Services
Means of verification (evidence)	Actual biannual G-CET reports produced and proof of presenting at MANCO/EXCO meetings (e.g. MANCO/EXCO meeting minutes)
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: Research Analysis and Knowledge Services

2.2.4 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 people with disabilities 	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 noncumulative	Cumulative year-end
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: Research Analysis and Knowledge Services
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: Research Analysis and Knowledge Services

2.2.5 Percentage of self-initiated opinion pieces published	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Percentage of self-initiated opinion pieces published
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 published.
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% of self-initiated opinion pieces will be published.

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 against the published.
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 noncumulative	Cumulative year-end
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: Research Analysis and Knowledge Services
Means of verification (evidence)	<ul style="list-style-type: none"> • Spreadsheet of self-initiated opinion pieces produced. • Actual self-initiated opinion pieces produced. • Proof of self-initiated opinion pieces published.
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: Research Analysis and Knowledge Services

Programme performance indicators Subprogramme 2.3: CSA	
2.3.1 Percentage of approved media-buying campaigns implemented	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Percentage of approved media-buying campaigns implemented
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>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.</p> <ol style="list-style-type: none"> 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.
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	The GCIS will implement campaigns as per client department request
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	To implement targeted campaigns as planned. (60% of approved media-buying campaigns implemented).
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Number of campaign requests implemented is calculated against the number of campaigns approved in order to get an overall percentage
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	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 noncumulative	Cumulative year-end
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 lighting 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 implemented	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of national government campaigns implemented
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 seven key government priority campaigns and the 30 Years of Freedom (democracy) 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 people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Seven national government campaigns implemented
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Performance data per platform used will ascertain the estimated total campaigns implemented.
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 noncumulative	Cumulative year end
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)	List of national government campaigns implemented and proof of implementation
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

2.3.3 Number of people reached on national government campaigns implemented	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of people reached on national government campaigns implemented
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 seven key government priority campaigns and the 30 Years of Freedom (democracy) campaign
Assumptions: Factors that are accepted as true and certain to happen without proof	The GCIS will implement the campaigns that are driven by GCIS
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	15 million people reached through government campaigns
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Performance data per platform used will 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 noncumulative	Cumulative year end
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)	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

2.3.4 Number of hours of content/broadcast per week on the Government service delivery OTT platform	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of hours of content/broadcast per week on the Government service delivery OTT platform
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	A television channel providing the public with service delivery information.
Assumptions: Factors that are accepted as true and certain to happen without proof	Provision of content by government communication system role players
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	6 hours per week of content uploaded and/or broadcast on the Government OTT platform
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of digital content of Government at work flighted on OTT platform

Source/collection of data: Describes where the information comes from and how it is collected	The streaming schedule or content plan
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	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: CSA DDG: Content Processing and Dissemination
Who is responsible for collecting the data?	CD: CSA
Who is responsible for checking and verifying the data captured?	DDG: Content Processing and Dissemination
Means of verification (evidence)	Proof of operational OTT platform and the actual streaming of programmes on the platform
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Content availability and stable internet access
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	DDG: Content Processing and Dissemination

2.3.5 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

<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>Audiovisual content products derived from coverage of events and/or footage acquired in order to disseminate government messages/programmes through 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>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<p>Photographic and video equipment will be available; as well as HR capacity</p>
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	<p>N/A</p>
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>100 audiovisual products produced</p>
<p>CALCULATION AND REPORTING</p>	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>Count of all audiovisual products produced</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Video and Photographic units.</p> <p>The units submit weekly reports of all the video and photographic shoots undertaken; and audiovisual products produced during the week.</p> <p>The data is then captured on a register of completed products.</p>
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	<p>Cumulative year end</p>
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Quarterly</p>

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 • Proof of publishing
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

2.3.6 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.	<p>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.</p> <p>*Formats may include (but not limited to) adverts, podcasts, audio clips, phone-in programmes</p> <p>*Platforms may include (but not limited to) commercial and community radio stations, podcast platforms, social media</p>
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 people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	650 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 noncumulative	Cumulative year-end
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

2.3.7 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	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 people with disabilities 	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 client 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 and approved/accepted.
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 noncumulative	Cumulative year-end
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 approved/accepted designs requests and 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

2.3.8 Number of community radio stakeholder workshops held to build relations and contribute towards innovation	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of community radio stakeholder workshops held to build relations and contribute towards innovation
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Community radio stakeholder workshops held to build and strengthen relations and contribute towards innovation
Assumptions: Factors that are accepted as true and certain to happen without proof	Providing information and building relationships to support the community radio stations
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	Six community radio stakeholder workshops held to build relations and contribute towards innovation

CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of all community radio stakeholder workshops held to build relations and contribute towards innovation undertaken by CSA
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 noncumulative	Cumilative year-end
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"> • List of all workshops held • Registers of workshop attendance/reports from virtual engagements
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: CSA

2.3.9 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 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 marketing GCIS services and offerings
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	20 marketing initiatives to increase awareness of GCIS services and offerings
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of activities done and recorded on a marketing register.
Source/collection of data: Describes where the information comes from and how it is collected	Marketing register
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	Cumulative year-end
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 Events Management
Who is responsible for collecting the data?	Senior Secretary: Marketing and Events Management

Who is responsible for checking and verifying the data captured?	CD: CSA
Means of verification (evidence)	Marketing Register and its supporting evidence, such as pictures of branding done with caption
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

2.3.10 Number of government exhibitions integrating government services to citizens coordinatede	
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 people with disabilities 	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	Simple count of exhibitions coordinated

Source/collection of data: Describes where the information comes from and how it is collected	A spreadsheet with consolidated information for the exhibitions that were coordinated
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	Cumulative year-end
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)	Coordinated exhibitions register and its supporting evidence, such as exhibition exit report
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: Policy Development, Analysis and Market Modelling****2.4.1 Annual Transformation Report produced and submitted to the Minister****GENERAL INDICATOR INFORMATION****RESPONSE****Indicator title:**

Identifies the title of the strategic-oriented goal, objective or programme performance indicator.

Annual Transformation Report produced and submitted to the Minister

<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>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.</p>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	<p>All transformation information required to complete the report will be available.</p>
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	<p>All vulnerable groups will be beneficiaries as per the targets sets out in the MAC Sector Code.</p>
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	<p>Compliance with transformation targets by all measured companies from the smallest to Johannesburg Stock Exchange listed companies</p>
<p>CALCULATION AND REPORTING</p>	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	<p>Simple count of the Annual Transformation Report produced and submitted to the Minister</p>
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<p>MAC Charter Council provides the information. This is done after the MAC Council conduct audits of transformation of all MAC companies, through oral, presentation and written submission made to the Council.</p>
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	<p>Non-cumulative</p>
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	<p>Biannual</p>
<p>DATA COLLECTION</p>	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	<p>Policy Development, Analysis and Market Modelling</p>
<p>Who is responsible for collecting the data?</p>	<p>CD: Policy Development, Analysis and Market Modelling</p>
<p>Who is responsible for checking and verifying the data captured?</p>	<p>DDG: CP&D</p>
<p>Means of verification (evidence)</p>	<p>Proof of submission of the Annual Transformation Report and/ quarterly reports</p>

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: Policy Development, Analysis and Market Modelling

2.4.2 Final Draft Print and Digital Media Transformation and Revitalisation Charter developed and submitted to the Minister	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Final Draft Print and Digital Media Transformation and Revitalisation Charter developed and 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.	Companies in the print and media sector to commit to the implementation of transformation in the sector, including all seven elements set out in the Broad-Based Black Economic Empowerment (B-BBEE) Act.
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 people with disabilities 	All vulnerable groups will be beneficiaries as per the targets set 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	Recordings of Steering Committee meetings; Agenda items,/ memo/ Terms of Reference/ Draft Print and Digital Media Transformation Report

Calculation type: Identifies whether the reported performance is cumulative or noncumulative	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?	Policy Development, Analysis and Market Modelling
Who is responsible for collecting the data?	CD: Policy Development, Analysis and Market Modelling
Who is responsible for checking and verifying the data captured?	DDG: CP&D
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: Policy Development, Analysis and Market Modelling

2.4.3 White Paper on Government-wide Communications system developed	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	White Paper on <i>Government-wide Communications System</i> developed
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The Discussion Paper on <i>Government-wide Communications System</i> seeks to modernise the government communication system and to ensure that the work of GCIS is enforceable and binding to the communication system in all three spheres of government, including entities.
Assumptions: Factors that are accepted as true and certain to happen without proof	Cooperation from MANCO, Ministry, and stakeholders in the private sector.

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	Draft Discussion Paper on <i>Government-wide Communications System</i> developed
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of the draft white Paper on <i>Government-wide Communications System</i>
Source/collection of data: Describes where the information comes from and how it is collected	Public consultations, research, oral and written inputs.
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Biannual
DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	Policy Development, Analysis and Market Modelling
Who is responsible for collecting the data?	CD: Policy Development, Analysis and Market Modelling
Who is responsible for checking and verifying the data captured?	DD: CP&D
Means of verification (evidence)	Draft report on consultations conducted on the Draft Discussion Paper
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: Policy Development, Analysis and Market Modelling

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 held	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of engagements between government officials and senior journalists on government's key programmes held
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<p>Sessions 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:</p> <p>Type 1: Projects and campaigns. Type 2: Assessment of the media environment. Type 3: Need for continuous building of relationships.</p>
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	Media groupings and government officials will be available for the engagements
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Engagements (26) with the media held as planned including Parliament
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Simple count of the number of engagements between government officials and senior journalists held as planned

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

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 a 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 people with disabilities 	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 and/ briefing following a cabinet meeting
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 noncumulative	Cumulative year-end
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 Register for cabinet meetings held
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 people with disabilities 	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 supported by the Media Engagement Unit including Parliament over the number of requests received from government departments to get to the overall percentage achieved.
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 noncumulative	Cumulative year-end
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 and Parliamentary Office
Who is responsible for collecting the data?	D: Media Engagement and D: Parliament
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
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

Programme performance indicators Subprogramme 3.2: Cluster Communication	
3.2.1 Number of engagements with HoCs held	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of engagements with HoCs held
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	The engagements with the HoCs help to ensure that communication is aligned and integrated to support the implementation of the NCSF
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	All HoCs will attend the forum
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Two engagements with the HoCs
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Simple count of the number of engagements with the HoCs held
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	The process of identifying the need for engagement is aligned with the NCSF programme
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Cumulative year-end
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	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 or 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	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 Government Communicators' Handbook 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 people with disabilities 	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 noncumulative	Cumulative year-end
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?	Social Protection, Community and Human Development (SPCHD) ; Governance, State Capacity and Institutional Development (GSCID)
Who is responsible for collecting the data?	ASD: Cluster Communications
Who is responsible for checking and verifying the data captured?	D: Cluster Support (SPCHD and GSCID)
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 NCSF/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 NCSF/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 business units.
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	20 communication projects implemented aligned to the NCSF/ MTSF/ SoNA priorities (Four communication projects per cluster per year)
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of 20 communication projects/activities/events implemented (progress reports) aligned to the NCSF/MTSF/SoNA priorities
Source/collection of data: Describes where the information comes from and how it is collected	MTSF and/or CCPs or adhoc projects
Calculation type: Identifies whether the reported performance is cumulative or noncumulative	Cumulative year-end
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 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 for each project/campaign/activity
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 business units
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	Chief Director: 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 people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	25 communications 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 and undertaken

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 noncumulative	Cumulative year-end
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), 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. • Connectivity challenges during online training.
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Cluster Support

3.2.5 Number of reports on the implementation of the CCPs	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of reports on the implementation of the CCPs

<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	The annual cluster communication plans are drafted by the communication committees of the respective cluster. The Project Manager collates all inputs from members of the cluster into an annual CCP which is an output of Communication Committee meetings. Monthly reports are prepared for each cluster and may include Cluster Communication research reports.
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	Reports are prepared for each cluster except in December and January
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	50 reports on the implementation of CCPs, including cluster communication research reports.
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	A simple count of 50 reports on the implementation of Cluster Communication Programmes (CCPs).
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	Progress reports of CCPs or cluster communication research reports.
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Cumulative year-end
<p>Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals</p>	Quarterly
DATA COLLECTION	
<p>Which branch or directorate/unit is responsible for providing the template which requests the information?</p>	Directorate: Cluster Communication
<p>Who is responsible for collecting the data?</p>	D: Cluster Communication
<p>Who is responsible for checking and verifying the data captured?</p>	CD: Cluster Communication
<p>Means of verification (evidence)</p>	Monthly clusters reports

Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Clusters not meeting monthly
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication

3.2.6 Number of five-year cluster communication strategies with CCPs drafted	
GENERAL INDICATOR INFORMATION	RESPONSE
Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.	Number of five-year cluster communication strategies with CCPs drafted
Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	One Cluster Communication Strategy developed for each Cluster, covering the MTSF period: 1 April 2024 to 31 March 2029. Incorporated are Cluster Communication Programmes. The cluster communication strategies are drafted by the communication committees of the respective cluster. The Project Manager collates all inputs from members of the cluster into an annual Cluster Communication which is an output of Communication Committee meetings.
Assumptions: Factors that are accepted as true and certain to happen without proof	Information needed to draft the strategies will be available. Participation of the cluster chairpersons and communicators in the strategizing session.
Disaggregation of beneficiaries (where applicable) <ul style="list-style-type: none"> • Target for women • Target for youth • Target for people with disabilities 	Vulnerable groups may be included in the cluster communication strategies as target audiences
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	Five cluster communication strategies with CCPs drafted
CALCULATION AND REPORTING	
Method of calculation: Describes clearly and specifically how the indicator is calculated	Simple count of five cluster communication strategies drafted
Source/collection of data: Describes where the information comes from and how it is collected	Communicators of departments in a cluster communication committees

Calculation type: Identifies whether the reported performance is cumulative or noncumulative	Non-cumulative
Reporting cycle/schedule: Identifies if an indicator is reported quarterly, annually or at longer time intervals	Once every five years
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)	Cluster communication strategies document drafted
Data limitations: Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Poor participation by communicators Approval of the five year National Communication Framework for the same MTSF period
INDICATOR RESPONSIBILITY	
Indicator owner: Identifies who is responsible for managing and reporting the indicator	Chief Directors: 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, dialogues, workshops, 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 people with disabilities 	N/A
Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	1 250 development communication projects implemented aligned to the NCSF
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 per month. • Each project Exit Report captured on the Ward Information Management System (WIMS) is counted monthly and quarterly. • RCCs/SCOs to capture the exit report seven working days after the project end date • Approved by DD seven working days after the RCC/SCO has captured the exit report
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 Regional Coordinator 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 noncumulative	Cumulative year-end
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

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 Assessment Report; recordings/pictorials for radio paid slots; broadcast report/letter from station and 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	
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
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 community-based organisations, nongovernmental organisations, 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 people with disabilities 	N/A

Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable	1 250 community and stakeholder engagement sessions/visits undertaken
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
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 noncumulative	Cumulative year-end
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
Who is responsible for checking and verifying the data captured?	CD:PLL
Means of verification (evidence)	<p>Exit reports on the stakeholder liaison sessions/visits conducted and captured on WIMS and with its supporting evidence, such as attendance registers/minutes, Report Back template, screen captures of the WhatsApp and Zoom/Skype meetings.</p> <ul style="list-style-type: none"> - To be captured on WIMS by the RCC/SCO seven working days after the meeting date. - The DD to approve within seven working days after the RCC/SCO has captured the meeting.
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"> • 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 reports on support to the functioning of government communication system produced (provincial and local level) including the DDM	
GENERAL INDICATOR INFORMATION	RESPONSE
<p>Indicator title: Identifies the title of the strategic-oriented goal, objective or programme performance indicator.</p>	Number of reports on support to the functioning of government communication system produced (provincial and local level) including the DDM
<p>Short definition: Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.</p>	<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.
<p>Assumptions: Factors that are accepted as true and certain to happen without proof</p>	Information to complete all the reports on functioning of government communication will be available
<p>Disaggregation of beneficiaries (where applicable)</p> <ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities 	N/A
<p>Desired performance: Identifies whether actual performance that is higher or lower than targeted performance is desirable</p>	Four reports on support to the functioning of government communication system produced (provincial and local level), including the DDM
CALCULATION AND REPORTING	
<p>Method of calculation: Describes clearly and specifically how the indicator is calculated</p>	Simple count of four reports on support to the functioning of government communication system produced
<p>Source/collection of data: Describes where the information comes from and how it is collected</p>	<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.
<p>Calculation type: Identifies whether the reported performance is cumulative or noncumulative</p>	Cumulative year-end

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?	CD: PLL
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 meeting of the Programme: Intergovernmental Coordination and Stakeholder Management or MANCO
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



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