



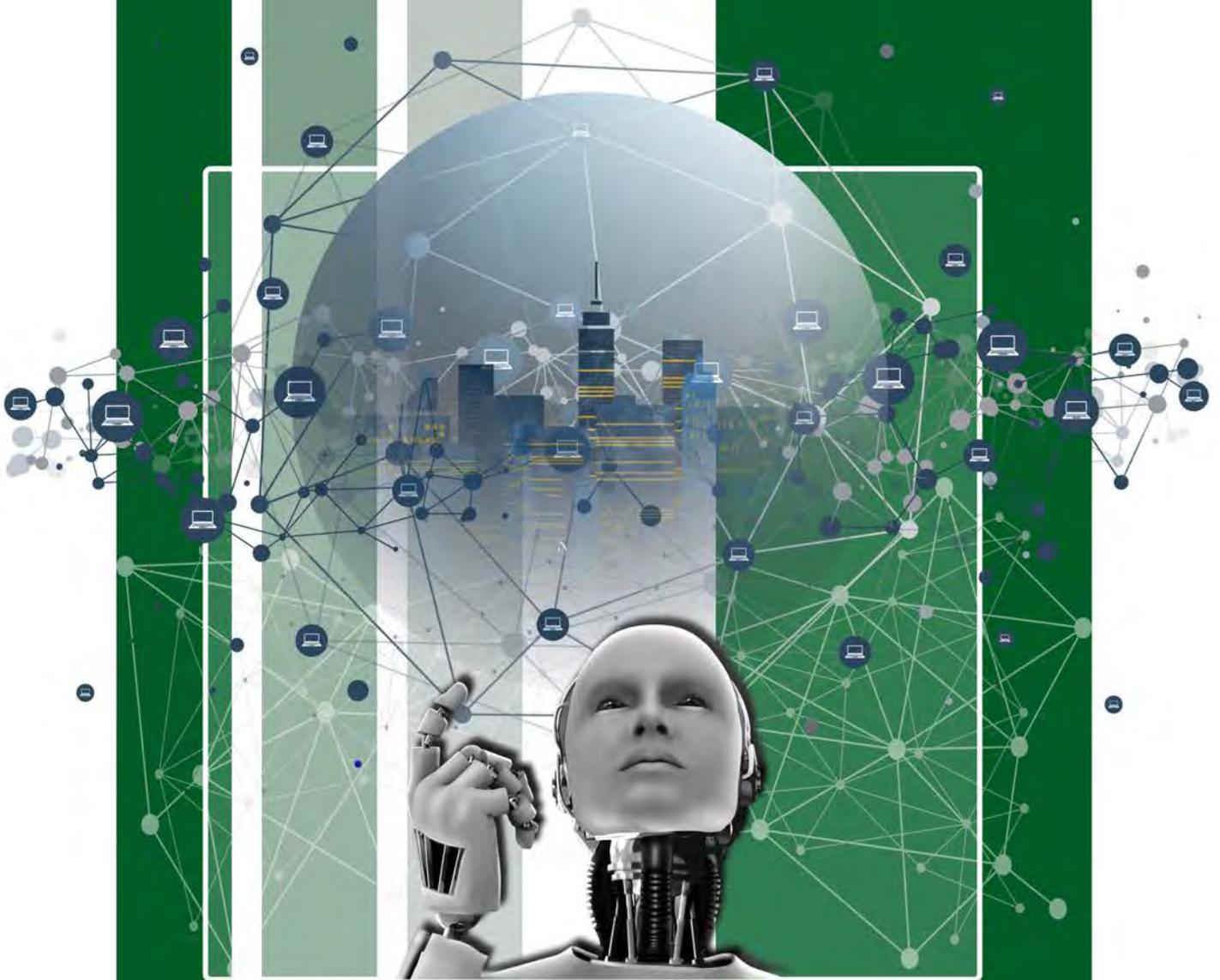
**communications &  
digital technologies**

Department:  
Communications & Digital Technologies  
**REPUBLIC OF SOUTH AFRICA**

# Strategic Plan

For the Department of Communications and  
Digital Technologies

2020 - 2025



Building a better life for all through an enabling and sustainable world class  
information technology environment.

**DEPARTMENT:  
COMMUNICATIONS AND DIGITAL TECHNOLOGIES**

**Revised Strategic Plan  
2020- 2025**

**DATE OF APPROVAL  
31 MARCH 2022**



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# Executive Authority Statement

**Hon. Khumbudzo Ntshavheni**  
**Minister of Communications and Digital Technologies**

The pivotal role of the Department of Communications and Digital Technology (DCDT) and information and communication technologies (ICT) sector in general in economic growth became further crystal clear in the 2022 State of the Nation Address delivered by the President, HE Cyril Ramaphosa when he pointed out that, "When electricity supply cannot be guaranteed, when railways and ports are inefficient, when innovation is held back by a scarcity of broadband spectrum, when water quality deteriorates, companies are reluctant to invest and the economy cannot function properly." It is with this appreciation that the President went further to pronounce on a number of reforms in the sector that "will revolutionise the country's technological development, making faster broadband accessible to more people and reducing the costs of digital communications."

This 2022/23 Annual Performance Plan aims to respond to these challenges and ensure that the promise enshrined in the preamble of our worldwide acclaimed Constitution, of a South Africa that belongs to all who live in it - united in our diversity, is realised in our life time.

The COVID-19 pandemic has not only disrupted lives and caused untold pain all over the world, it has re-emphasised the importance of accelerating access to robust telecommunications infrastructure and services with better penetration and reach. The extent and negative impact of the digital divide became glaring at the peak of this global pandemic. Access to basic services such as education, health and entertainment depended and continue to depend on access to internet connectivity. It is for this reason that access to the internet or connectivity, or bridging the digital divide, has become a first and foremost priority for us.

In 2021/22 we embarked on two initial steps to make access to connectivity a reality to all South Africans. Firstly, we heeded the President's call to switch off all analogue transmitters and thus free the high demand spectrum through the Broadcast Digital Migration (BDM) programme. Secondly, we worked with the regulator, the Independent Communications Authority of South Africa (ICASA) to license the high demand spectrum through an auction process. The immediate benefits of these programme are that we will be able to connect to the internet all the remaining public schools, public health facilities, traditional authorities with certificates of recognition through our entities working with various



industry stakeholders and SMMEs within 36 months of the licensing of the spectrum.

While we have concluded the analogue switch-off project, we will continue this year to connect to digital television the remainder of qualifying households who registered after 31 October 2021 and finalise the process of frequencies restacking in order to free the digital dividend for further allocation as part of our journey towards a digital economy.

We will prioritize the implementation of the 2nd phase of the government's broadband policy, the SA Connect. We have expanded the scope of this programme to include communities over and above the government frontline services. The revised plan further includes SMMEs and other network service providers such as ISPs, WAPs, MVNOs and SMMEs who are in the network industry in order to realise economic transformation. The implementation of the Rapid Deployment Policy with a standard model for granting of municipal permissions will ensure that there are no undue delays in the rollout of broadband infrastructure. This is part the commitment to ensure that all South Africans have access to the internet by 2024.

After publication of the Radio Frequency Spectrum Policy that embeds 5G networks and prepare for advances to 6G and 7G networks, we will issue a policy directive for 5G. Our cherished desired future is where we will be

able to prescribe minimum data to each South African household irrespective of their income level and place where they live. Access to data should not be a preserve of a few but available to all like other utilities such as water and electricity that households need.

On the review of our policies, legislation and regulations, we have realized that a piecemeal approach will not assist. The fast-changing environment of the ICT has rendered a number of DCDT prescripts obsolete, hence the need to update our enabling legislation and other prescripts. There is a need to start working on comprehensive review of our legislation like the Electronic Communications Act to bring it in line with the goals of delivering an inclusive digital economy. Some of the conditions in this piece of legislation are a barrier to entry for new participants in the sector and lag behind technological advances in the sector. The South African Broadcasting Corporation SOC Ltd Bill must focus on the broadcasting of the future and not seek to entrench existing patterns.

On the international front we will continue championing the interests of our country and that of the African continent. We will develop policy positions to support our ICT priorities targeting both the 8th BRICS Ministers of Communications meeting in the second quarter of the financial year and the ITU Plenipotentiary Conference in the third quarter of the financial year.

We will work towards finalization of the organizational structure of the Department and ensure that it is fit for purpose and capable of providing strategic direction and leadership in this exciting sector.

We will also prioritise stringent oversight on our State-Owned Entities to ensure that they deliver on their respective mandates in the most efficient and effective manner possible. We are continuing with the process of repurposing some of the state-owned entities to be in line with the changing environment we are operating in.

I look forward to working closely with our State-Owned Companies, relevant stakeholders from government, private sector, and civil society in implementing this Strategic Plans and the 2022/23 Annual Performance Plan of the DCDT.



**Kaumbudzo Ntshavheni, Ms.**  
Executive Authority of the Department of  
Communications and Digital Technologies



# Foreword by the Deputy Minister

**Mr. Philly Mapulane (MP)**  
**Deputy Minister**  
**Communications and Digital Technologies**

population. It is well known that increase in internet usage in South Africa can lead to an increase in our GDP. This is primarily because the internet overcomes the lack of other physical infrastructure and can enable access to basic services such as education and health.

The Department of Communications and Digital Technologies (DCDT) strive to play a role of an enabler for growth of the ICT Sector and thereby, that of the digital economy. DCDT further strive to take a holistic view of the various factors that would be robust and dynamic growth of the sector in the long run.

DCDT shall endeavour to take a universal view of the various factors that would enable the robust and dynamic growth of the sector in the long run and aiming to look at include, the regulatory & licensing framework impacting the sector, connectivity for all, quality of services (QoS), ease of doing business and absorption of new technologies including 5G and the Internet of Things (IoT).

The Department also continues to work towards the critical objective of broadband connectivity which aims to create high speed broadband infrastructure catering to almost the entire urban and rural population.

We are indeed leaving in an exciting phase of the South Africa's ICT revolution. It is important that we aim for a technology led transformation by fully harnessing the great power of digital technologies in order to leapfrog towards a brighter future. I believe that with this current focus on strengthening and modernising our ICT sector, we would soon be able to digitally transform economy and the society.

Although planning during a time of uncertainty is quite challenging, the Annual Performance Plan of the Department of Communications and Digital Technologies strengthens the future of South Africa's digital economy. It provides the key targets for the next three years, as the Department strives towards the desired impact of digitally enabled citizens, with secure and affordable universal

It gives me a great pleasure to be part of the Department of the Communications and Digital Technologies as ICTs are expected to play a pivotal role in this extraordinary growth trajectory, contributing more than 50% to the Digital Economy. As the world heads into the 4th industrial revolution it has become more important than ever that African countries focus on their ICT development in order to improve digitalization across the continent. We are faced with a plethora of issues and problems; ICT development is also high on the agenda as we look to keep up with developed countries in an attempt to improve the economy as a whole and the standard of living. According to the ICT Development Index (IDI), which has been published annually since 2009 by the International Telecommunications Union, South Africa was ranked 92nd on the overall list on the ICT Development Index with a value of 4.96. This rating sees South Africa rated as the 3rd best African country in terms of ICT Development, this is despite the drop from its 2016 rank of 88th and the very minimal increase on its 2016 value of 4.91.

For South Africa to realize the full benefits in the ICT sector we need a robust and ubiquitous telecommunications infrastructure and services ecosystem so that the payoff of the digital economy is not only maximized, but also permeates across regions and all segments of the

access. There are four Outcomes that must be achieved over the medium-term:

**Enabling Digital Transformation Policies, Strategies and Regulation**

Increased Access to Secure Digital Infrastructure & Services

**Digitally transformed Economy and Society**

High Performing and sustainable portfolio to enable achievement of their respective mandates and policy objectives

With the abovementioned Outcome the Department will ensure that we move with necessary speed to enable South Africa's digital transformation to achieve digital inclusion and economic growth by ensuring that we create an enabling policy and regulatory environment. Amid the Covid-19 challenges, the Department will continue with its efforts to ensure that no South African is left behind through ensuring that there is access to a secure digital infrastructure and services and create an environment for a digitally transformed economy and society.



**Mr. Philly Mapulane (MP)**  
**Deputy Minister**  
**Department of Communications and Digital Technologies**

# Statement of the Accounting Officer

**Ms. Nonkubela Thathakahle Jordan-Dyani**  
**Acting Director-General**  
**Department of Communications and Digital**  
**Technologies**



South Africa remains affected by the Coronavirus. However, the Information & Communication Technology (ICT) sector took up the challenge to ensure that connectivity supports both Government's response programme and keeps society connected.

Coronavirus highlighted the digital divide as a crucial barrier that mitigates against our ability to benefit from digitization. Citizens who are unserved or partially served by broadband cannot benefit from distance learning for children, telecommuting, access to e-commerce services or from health-care information. South Africa has, however, been promoting the adoption of collaborative applications and cloud services to leverage on technology. South Africans continued working remotely, causing a rapid rise in video calls and phone calls as an increasing number of people organise meetings via apps or collaboration platforms. Digital media and Over the Top (OTT) content players are benefitting while Virtual Private Networks (VPNs), cybersecurity, and data security are other technologies that see an uptake as most workforces are operating remotely. Therefore, there is no doubt that ICT infrastructure contributes to getting work done in an easier, more accessible way and provides a useful interface for clients and customers.

The pandemic crisis has had an impact on the financial performance of digital infrastructure. There is strain on infrastructure networks, contractions in consumer spending, disruptions to supply chain, reduced availability of components, and the all-around financial impact of the Coronavirus.

The government has actively deployed policies aimed at improving the resilience of digital infrastructure to bridge the digital divide. These policies will further enable the telecommunication sector operators to provide universal access to quality digital infrastructure networks for all and support the development of a digital economy. The country managed to auction the much-awaited high-demand spectrum in March 2022. The department is finalising the Broadcasting migration analogue switch-off. These two critical reforms will ensure that South Africa thrives in the digital economy, through the provision of modern, efficient and affordable digital infrastructure and services.

The DCDT 2022/23 Annual Performance Plan has been guided by the Medium-Term Strategic Framework (MTSF) of government which outlines specific outcomes and priorities focused at addressing the challenges of poverty, inequality and unemployment. In line with the mandate of the DCDT, our priorities for the medium-term will focus on (1) Enabling Digital Transformation Policies, Strategies and Regulation (2) Increased access to secure Digital Infrastructure and Services (3) Digitally Transformed Economy and Society and (4) High Performing and sustainable portfolio to enable achievement of their respective mandates and policy objectives. This will contribute to achieving the desired impact of Digitally enabled citizens with secure and affordable universal access.

With regards to the Outcome of Enabling Digital Transformation Policies, Strategies and Regulation, the Department will focus largely on creating a conducive policy environment through the development and review of relevant enabling policies, legislation and strategies including the development of the Audio-Visual White Paper, Policy Direction on the discontinuation of analogue TV sets from domestic production and imports, Postbank Amendment Bill, SABC Bill, Draft Digital Transformation Policy, Draft Regulatory Reform Policy as well as the ECA Bill. We will also focus on establishing the State Digital Infrastructure Company and disestablishment of USAASA. We will develop Country Positions to support the National ICT priorities focused on forums such as BRICS and the ITU Plenipotentiary Conference. At the same time, we are conscious that the global digital environment often poses and requires faster responses by governments to new policy and regulatory challenges. We will continue to examine and review our policies and to monitor global developments in this regard.

With regard to the Outcome of Increased Access to Secure Digital Infrastructure and Services, we will focus on coordinating implementation of the revised SA Connect Model to ensure 80% broadband access to citizens by 2024. In this regard, the Department is engaging National Treasury on the funding, whilst engaging stakeholders in the sector to ensure that we have a sustainable and adaptable approach that is responsive to the local community, and which will ensure the transformation of the sector through more uptake and participation of local ICT SMMEs. We will also coordinate and monitor interventions related to Rapid deployment of digital infrastructure, for ease of access to relevant critical infrastructure and servitudes. We will continue implementing National Cybersecurity programmes, to enable the safe participation of citizens online, as well as safeguarding critical ICT infrastructure. Furthermore, we will coordinate household migration to digital broadcasting and switch-off analogue broadcasting signal, to enhance TV viewing for information and entertainment. The Department is also prioritising the development of Policy Direction for 5G deployment, to support digital transformation and re-industrialisation of the economy. Another key focus will be on preparations for the World Radiocommunication Conference (WRC) taking place in 2023, through conducting preliminary technical and regulatory studies to inform South Africa's position on the coordination of radio-spectrum in line with changes in technology and demand, and particularly with respect to our national and regional priorities.

With regards to the Outcome of Digitally Transformed Economy and Society, we will focus on coordinating the implementation of identified international programmes to support the digital economy. We will conduct a study on the Cost to Communicate to inform the revision on the data costs and implement recommendations stemming from the study. We will implement the National e-Government Strategy and Roadmap towards the digitalization of government services with a focus on Single Portal. We will also develop Green Paper on the Digital Government Act as well as facilitate and monitor the implementation of the Digital and Future Skills Programme through local and international Public and Private Partnerships focused on training 500 000 people. We will focus also on establishing the Artificial Intelligence Institute and implement priority programmes, in line with the recommendations stemming the Report of the Presidential Commission on the Fourth Industrial Revolution (4IR).

With regards to the Outcome of High Performing and Sustainable Portfolio to enable achievement of their respective mandates and policy objectives, the Department and the Portfolio will focus on the strategic coordination for the efficient delivery of our respective mandates. In this regard we will prioritise the implementation of Phase 2 of Digital Transformation and IT

Governance activities to ensure compliance to Protection of Personal Information Act (POPIA). We will monitor the DCDT and State-Owned Company's (SOC's) Gender, Disability, Youth and Children (GDYC) responsiveness programmes in line with the national targets. We will also coordinate the implementation of the DCDT integrated plan of action in support of the implementation of the National Strategic Plan (NSP) on gender-based violence.

We will ensure stringent and proactive oversight of our State-Owned Entities (SOEs) in terms of their service delivery performance and compliance against plans and relevant prescripts. We will also facilitate the development of Shareholder Compacts of Schedule 2 and 3B entities. We will facilitate the tabling of the Annual Performance Plans of the State-Owned Entities (SOEs) in line with the MTSF. With respect to ICASA, we will facilitate the monitoring and evaluation of the performance of ICASA Councillors, in line with the Performance Management System.

In conclusion, the current circumstances may also accelerate the adoption of 5G to meet the demands of bandwidth, performance, and network slicing. There will be more focus on the sufficiency of networks to carry the significantly increased traffic as working from home continues to ramp up. Social distancing and self-isolation mean that telecommunications has become an elevated essential service. Under these disruptions we look forward to working closely with the sector including our SOEs, other government departments, business and all other stakeholders to ensure implementation of our planned initiatives as we are committed to efficient delivery of our services to the public. The Department, in partnership with industry, remains committed to delivering digital infrastructure and services to all South Africans.



**Ms. Nonkqubela Thathakahle Jordan-Dyani**  
**Accounting Officer: Department of Communications**  
**and Digital Technologies**

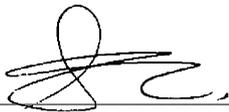
# Official Sign-Off

It is hereby certified that this Strategic Plan:

Was developed by the management of the Department of Communications and Digital Technologies under the guidance of Hon. Khumbudzo Ntshavheni

Takes into account all the relevant policies, legislation, and other mandates for which the Department of Communications and Digital Technologies is responsible.

Accurately reflects the Impact, Outcomes and Outputs which the Department of Communications and Digital Technologies will endeavour to achieve over the period 2022- 2025.



**Ms. Joy Masemola**  
**Chief Financial Officer**

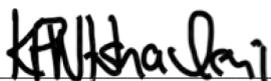


**Mr. Mahlomola Stevens Maleka**  
**Head Official responsible for Strategic Planning**



**Ms. Nonkqubela Thathakahle Jordan-Dyani**  
**Acting Accounting Officer:**

Approved by:



**Hon. Khumbudzo Ntshavheni Ms.**  
**Executive Authority**

The image features a central composition of vertical bars and network patterns. On the left and right sides, there are solid dark green vertical bars. In the center, there are three vertical bars of varying heights and shades of gray, with a white rectangular area overlapping them. A network of light green nodes and lines is visible on the left and right sides, extending into the white area. The text 'PART A' and 'OUR MANDATE' is centered in the white area.

# PART A

## OUR MANDATE

## 1. Constitutional Mandate

As supreme law of the country, the Constitution of the Republic of South Africa (1996) applies to all laws, and binds all organs of state, including National Government Departments such as the Department of Communications and Digital Technologies. In particular, the values enshrined in the Bill of Rights outlined in Chapter 2 which is a cornerstone of democracy in South Africa. It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom.

In line with such values, the National Development Plan indicates that by 2030, ICTs will underpin the development of a dynamic information society and knowledge economy that is more inclusive and prosperous. A seamless information infrastructure will meet the needs of citizens, business and all the public sector, providing access to the wide range of services required for effective economic and social participation – at a cost and quality at least equal to South Africa's competitors.

DCDT will therefore play a specific role in fostering broader economic and social participation by all citizens through an increased access to secure digital infrastructure and services in the form of Broadband rollout and Broadcasting Digital Migration. The Department will focus on broadband reaching the critical mass of South Africans, increased affordability of services, avoidance of duplication of infrastructure and migration of broadcasting services from analogue broadcasting technology to digital technologies. The benefits that come with an increased access to secure digital infrastructure and services bring both economic and social advantages, transforming how we relate as individuals, groups, and organizations across the globe.

### 1.1 Updates to the relevant legislative and policy mandates

Following the May 2019 National Elections, the President pronounced the establishment of the National Department of Communications and Digital Technologies. Accordingly, the Presidential Proclamations in Government Gazette dated 14 August 2019 (President Minute: 372) confirmed the transfer of administration, powers and functions entrusted by legislation to the Minister of Communication in terms of Section 97 of the Constitution.

The following State-Owned Entities report to the Ministry:

- National Electronic Media Institute of South Africa,
- Universal Service and Access Agency of South Africa,
- Independent Communications Authority of South Africa,
- South African Broadcasting Corporation,
- Universal Service and Access Fund,
- .za Domain Name Authority,
- State Information and Technology Agency,
- Sentech,
- Broadband Infraco,
- South African Post Office, and
- Film and Publication Board.

As a result of the above-mentioned Presidential Proclamations, the Legislative mandate of the Department of Communications and Digital Technologies is embedded in the following legislations:

NAME OF ACT PURPOSE	NAME OF ACT PURPOSE
Sentech Act, 1996 (Act No. 63 of 1996)	To provide for the transfer of all the shares of the South African Broadcasting Corporation in Sentech (Pty.) Ltd. to the State; for the conversion of Sentech (Pty.) Ltd. from a private to a public company, Sentech Ltd.; for the control of Sentech Ltd.; and for matters connected therewith.
Former States Posts and Telecommunications Act, 1996 (Act No. 5 of 1996)	To provide for the integration of the departments of posts and telecommunications of the former Republics of Transkei, Bophuthatswana, Venda and Ciskei with Telkom SA Limited and the South African Post Office Limited; and to provide for the transfer of the postal and the telecommunications enterprises conducted by those departments as well as certain land used by them for that purpose to the said companies; and to provide for matters connected therewith.
Former States Broadcasting Reorganisation Act, 1996 (Act No. 91 of 1996)	To provide for the integration of the departments of posts and telecommunications of the former Republics of Transkei, Bophuthatswana, Venda and Ciskei with Telkom SA Limited and the South African Post Office Limited; and to provide for the transfer of the postal and the telecommunications enterprises conducted by those departments as well as certain land used by them for that purpose to the said companies; and to provide for matters connected therewith.
Postal Service Act, 1998 (Act No. 124 of 1998)	Postal Service Act, 1998 (Act No. 124 of 1998) To make new provision for the regulation of postal services; for the operational functions of the postal company, including its universal service obligations; for structural matters relating to postal services as well as the operation of the Postbank and National Savings Certificates; and to consolidate certain provisions relating to the postal company and amend or repeal others; and to provide for matters connected therewith.
Department of Communications Rationalisation Act, 1998 (Act No. 10 of 1998)	Department of Communications Rationalisation Act, 1998 (Act No. 10 of 1998) To provide for the rationalisation of the Department of Communications; and to provide for matters connected therewith.
Electronic Communications and Transactions Act, 2002 (Act No. 25 of 2002)	To provide for the facilitation and regulation of electronic communications and transactions; to provide for the development of a national e-strategy for the Republic; to promote universal access to electronic communications and transactions and the use of electronic transactions by SMMEs; to provide for human resource development in electronic transactions; to prevent abuse of information systems; to encourage the use of e-government services; and to provide for matters connected therewith.
Electronic Communications Act, 2005 (Act No. 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 licenses 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.

NAME OF ACT PURPOSE	NAME OF ACT PURPOSE
Independent Communications Authority of South Africa, 2000 (Act No. 13 of 2000)	In so far as the Independent Communication Authority may make recommendations to the Minister on policy matters and amendments to the Electronic Communications Act, No 36 of 2005 and the Postal Services Act, No 124 of 1998, which accord with the objects of these Acts to promote development in the electronic transactions, postal and electronic communications sectors. Furthermore, in so far as policy made, and policy directions issued, by the Minister in terms of the Postal Services Act, No 124 of 1998, Electronic Communications Act, No 36 of 2005 and any other applicable law
South African Post Bank Limited Act, 2010 (Act No. 9 of 2010)	To provide for the incorporation of the Postbank Division of the South African Post Office; to provide for the transfer of the enterprise of that Division to the Postbank company; to provide for the governance and functions of the Postbank company; and to provide for matters connected therewith.
South African Post Office SOC Ltd Act, 2011 (Act No. 22 of 2011 )	To provide for the continued corporate existence of the South African Post Office and its subsidiaries; to provide for its governance and staff; and to provide for matters connected therewith.
State Information Technology Agency Act, 1998 (Act No. 88 of 1998).	To provide for the establishment of a company that will provide information technology, information systems and related services to, or on behalf of, participating departments and in regard to these services, act as an agent of the South African Government; and to provide for matters connected therewith.
Broadband Infraco Act, No. 33 of 2007.	To provide for the main objects and powers of Broadband Infraco (Proprietary) Limited; to provide for the borrowing powers of Broadband Infraco (Proprietary) Limited; to provide for servitudes and additional rights in favour of Broadband Infraco (Proprietary) Limited; to provide for the expropriation of land or any right in land by the Minister on behalf of Broadband Infraco (Proprietary) Limited; to provide for the conversion of Broadband Infraco (Proprietary) Limited; into a public company having a share capital incorporated in terms of the Companies Act, 1973; and to provide for matters connected therewith.
Films and Publications Act, 1996 (Act 65 of 1996).	To provide for the classification of certain films and publications; to that end to provide for the establishment of a Film and Publication Board and a Film and Publication Review Board; to repeal certain laws; and to provide for matters connected therewith.
Broadcasting Act, 1999 (Act 4 of 1999).	<p>To repeal the Broadcasting Act, 1976 (Act No. 73 of 1976), so as to establish a new broadcasting policy for the Republic; to amend certain provisions of the Independent Broadcasting Authority Act, 1993 (Act No. 153 of 1993); to clarify the powers of the Minister in regard to policy formulation and the Authority's powers with respect to the regulation and licensing of the broadcasting system; to provide for classes of broadcasting activities in the public interest and for that purpose to provide a Charter for the South African Broadcasting Corporation Ltd; to establish the Frequency Spectrum Directorate in the Department; to establish the South African Broadcasting Production Advisory Body; and</p> <p>to establish a human resource capacity in policy development; and to provide for matters connected therewith.</p>

In executing its role, the Department is also guided, amongst others, by:-

- The Constitution of the Republic of South Africa, 1996 (108 of 1996);
- The Public Service Act, 1994 (Act 103 of 1994) as amended;
- The Public Finance Management Act, 1999 (Act 1 of 1999) as amended.

## **2. Institutional Policies and Strategies over the five-year planning period**

Chapter 4 of the National Development Plan recognises that ICT is a key enabler of inclusive economic growth that is critical to addressing inequality in South Africa to achieve sustainable and inclusive growth by 2030, South Africa will need to invest in strong network of economic infrastructure such as information and communication technology (ICT). Taking into consideration the development in relation to digital infrastructure, coupled with direction stemming from the NDP Five-Year Implementation Plan and the MTSF, the DCDT will in the medium-term focus on developing new and revising existing policies, strategies and legislation. Such initiatives are encapsulated within the Outcome of Enabling Digital Transformation Policies, Strategies and Regulation which also informed the Legislative Programme over the MTEF period

## **3. Relevant Court Rulings**

The Department has no specific court ruling that have a significant, ongoing impact on its operations or service delivery.

The image features a central graphic design. It consists of three vertical bars of varying heights and shades of green and grey. The bars are set against a dark green background. A white rectangular box is overlaid on the bars, containing the text 'PART B' and 'OUR STRATEGIC FOCUS'. The text is in a bold, sans-serif font. The background also features a network of white lines and dots, resembling a molecular or data structure, which is partially obscured by the white box.

# PART B

## OUR STRATEGIC FOCUS

#### **4. Vision**

A leader in enabling a connected and digitally transformed South Africa.

#### **5. Mission**

Leading SA's inclusive digital transformation journey through creating an enabling environment towards a digital society to foster socio-economic growth.

#### **6. Values**

- Transparency
- Respect
- Accountability
- Fairness
- Integrity
- Excellence
- Responsiveness
- Innovation

#### **7. Situational Analysis**

The following situational analysis assesses the DCDT's position in relation to both the external and internal forces impacting on its mandate.

##### **7.1 External Environment Analysis**

###### **Impact of Covid-19 on the ICT Sector**

COVID-19 has impacted a number of countries and is turning out to be even worse than the critical economic, strategic, and political clashes happening around the world. The pandemic had an impact on all industries, including the ICT sector. The industry witnessed a dynamic change during these times with some of the technologies finding new applications and some others witnessing an all-time low.

The Information Communication Technology (ICT) sector has proved to be the pillar of many economies, both developed and developing countries. With that realisation many organisations having made investment into the ICT Sector, from new Internet Service Providers (ISP's) to postal services companies and television and radio broadcasters. Nevertheless, it is important to note that the sector needs to focus on adapting to the Fourth Industrial Revolution (4IR) that is bringing new technologies, which means business models, government decisions and other choices, will have to transform due to a new set of challenges and uncertainties.

Since the beginning of the outbreak of the coronavirus COVID-19 pandemic and consequently the lockdown initiated by the South African Government in March 2020, there has been an impact on the ICT sectors, with broadcasting and postal sectors being the most negatively affected.

According to the 2019 Stats SA's general household survey (GHS) report, the proportion of households who have access to the Internet anywhere is at 63% nationally. Gauteng province is the highest at 74.2% and Limpopo province is the lowest at 43%. In 2019, 58.7% of households nationally had access to the Internet using mobile devices, with the majority living in metropolitan areas sitting at (67.8%) with internet access. Mobile devices are also the most used means of accessing the Internet by households in rural areas. The total revenue reported for the three sectors (telecommunications, broadcasting and postal) increased by 2% from R238 billion in 2019 to 243 billion in 2020. The broadcasting services revenue decreased by 6.6% from R38 billion to R35 billion; however, postal services revenue has increased by 3.6% in 2020 and the telecommunication services revenue slightly increased by 2.4% from R194 billion in 2019 to R201 billion

in 2020. Total numbers for the three sectors employment slightly decreased by 0.3% in 2020. For the same period, employment changes in the specific sectors were as follows: telecommunications sector employment slightly increased by 1.6%, broadcasting sector employment decreased by 2.6% and the postal sector employment decreased by 5.1%. Over a 6-year period, the total sector employment slightly decreased by 0.6%. Telecommunications increased by 2.1%; broadcasting employment decreased by 4.5% and postal services employment still shows a decline in terms of growth as it decreased by 2.4% for the same period.

### **Telecommunications Sector**

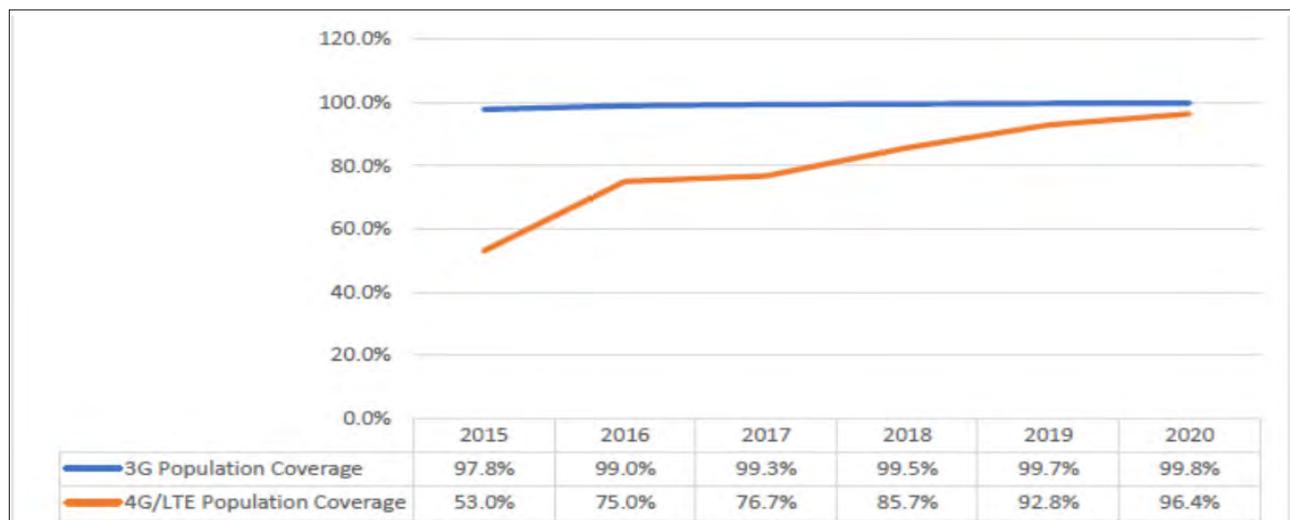
The telecommunications sector is a critical part of modern lifestyles and has significant influence on the growth of the country's economy as it strengthens productivity levels. South Africa's telecommunications sector has continued to grow despite the economic challenges faced by the nation. During the global pandemic, digital technologies have become a critical enabler of connectivity facilitating the continuity of our regular lives and connecting people more than ever before. As cities and countries have been asking the population to stay at home, more people have turned to their computers and smartphones as a lifeline and tools to substitute their in-person activities online. The need to access a reliable digital infrastructure has become increasingly critical, and certain aspects of ICTs are very important in a period of isolation, such as increased ICT opportunities from telework, telemedicine, food delivery and logistics, online and contactless payments, remote learning and entertainment.

The telecommunications sector revenue has shown a slight increase, however indicators such as investment and fixed broadband subscriptions have significantly decreased. The total telecommunication revenue increased slightly by 3.6% in 2020. Total mobile services revenue increased by 7.8% in 2020. Total fixed internet and data revenue and total fixed line revenue decreased by 5.4% and 24.1%, respectively in 2020. Telecoms sector revenues highlights that total fixed Internet and data revenue increased by 33.2% in 2019, while total mobile services revenue and total fixed-line revenue decreased by 1.5% and 10.7%, respectively, in 2019. Over a period of five years, total mobile services revenue and total of any other revenue increased by 5.7% and 3.1%, respectively. Total fixed Internet and data revenue increased by 10.8% and total fixed-line revenue decreased by 9.4% for the same period.

Mobile subscriptions and Internet penetration and other related services continue to grow. South Africa's fibre network and data centre markets are expanding rapidly. South Africa's cloud computing space has seen a hive of activity recently, with multinationals choosing to bring data centres to the country. However, total mobile services revenue and revenue from mobile data services decreased by 1.5% and 14.8%, respectively, in 2019. Revenue from outbound roaming increased by over 100% in 2019, it states. For a period of five years, total mobile services revenue and revenue from mobile data services increased by 5.6% and 7.4%, respectively. Revenue from outbound roaming and revenue from voice services decreased by 3.6% and 7.6%, respectively."

National population coverage for 3G increased from 99.7% in 2019 to 99.8% in 2020. National population coverage for 4G/LTE increased from 92.8% in 2019 to 96.4% in 2020. 5G population coverage is at 0.7% in 2020.

## National population coverage for 3G, 4G/LTE and 5G



Source: ICASA State of the ICT Report 2021

With regards to the Rural Population Coverage for 2G and 3G, all provinces are at (99 to 100) coverage in 2020. Northern Cape had the lowest coverage LTE sitting at 87% in 2020. 5G is still a challenge as there is no province with a coverage in 2020. However, Urban Population Coverage for 2G, 3G, LTE and 5G all provinces are at (99 to 100) coverage in 2020. Eastern Cape, Free State, Gauteng, Northern Cape and Western Cape already have the 5G coverage as it shown on the graph below in 2020.

In a nutshell, total telecommunication investment decreased by 6% in 2020. The proportion of telecommunication procurement spend from all suppliers based on the B-BBEE ranking levels was 83.1% in 2020. 5G population coverage is at 0.7% in 2020. Total mobile cellular phone voice subscriptions decreased by 2.1% from 96.9 million in 2019 to 94.9 million in 2020. Post-paid mobile cellular telephone subscriptions for urban and rural area increased by 5.9% and 7.8%, respectively in 2020.

### Broadcasting Sector

The outbreak of the COVID-19 has acted as a significant restraint on some of the TV and radio broadcasting markets in 2020 as businesses were disrupted due to lockdowns imposed by government. The broadcasting sector continue to play a very crucial role in education, entertainment and informing the public through radio and TV (both public and commercial broadcasting). The broadcasting sector has been affected by the rapid changes in technology which are changing the broadcasting landscape. The process of migrating broadcasting signals from analogue to digital in South Africa with the objective of the digital migration is to clear the radio frequency spectrum currently occupied by broadcasters to enable the provision of wireless mobile broadband services and other innovative applications. While broadcasting revenues continue to grow annually, on-demand audio and video online streaming services are causing significant disruptions in the broadcasting sector globally and will offer serious competition to South African broadcasters in the near future. The digital revolution sweeping video entertainment is affecting community TV stations, free-to-air and public broadcasters and subscription TV services are having to adapt to keep up with these developments. Local broadcasters are planning or implementing new business models to integrate their offerings with digital platforms. The sector was undermined by sustainability concerns and numerous issues at the South African Broadcasting Corporation (SABC). The delays in digital migration process also had an impact and interventions are being prioritised towards final analogue switch-off.

While television and radio revenues continue to grow, streaming services such as DStv's Showmax, Netflix, and Amazon Prime Video are disrupting traditional broadcasting. The dramatic digital revolution sweeping video entertainment is affecting community TV stations, free-to-air and public broadcasters and subscription TV services, and traditional television and pay-tv are facing a threat of survival. The radio sector is faced with an increase in audio content created for online delivery and via mobile phones and an increase in non-traditional players entering the market.

The Broadcasting sector has been mostly affected, and there has been a significant decrease in revenue, however during the lockdown period, broadcasters kept on updating the nation through TV and radio. The broadcasters carried out this task successfully regardless of the challenges faced during this period.

Total broadcasting services revenue decreased by 6.6% from R38.3 billion in 2019 to 35.8 billion in 2020. Revenue from subscriptions decreased by 4.2%, advertising revenue decrease by 23.3% and informational increased by 1% in 2020. Over the 6-year period total revenue from broadcasting services increased by 4.5%. Revenue from advertising slightly decreased by 1.5% and from revenue from infomercials increased by 54.3% for the same period.

It is important to note that the proportion of procurement spend from suppliers based on their B-BBEE ranking as a percentage of total spend from all suppliers was 82.5% in 2019 and 72.5% in 2020. Expenditure on local independent productions was 305 million in 2019 and in 2020 was 1.2 billion. Expenditure on broadcaster production was 257 million and it went up to 272 million in 2020. The total number of Pay TV subscriptions increased by 7.8% in 2020. For a period of 6 years it increased by 7.8%.

### **Postal Services Sector**

COVID-19 has brought widespread disruption to international supply chains, resulting from constraints imposed on international transport. The postal services sector contributes 3.16% to the country's Gross Domestic Product (GDP). This includes the courier and express parcel services. Letter post is declining both in terms of volumes as well as in terms of its percentage contribution to revenue that is generated in the sector. The trend for the decline in letter mail volumes is attributed to the electronic substitution effects. The postal and courier services social development, even though they represent traditional means of technologies keep emerging; and the developments relating to the paradigm shift brought about by the 4IR. Through identification and review of legislative gaps on the postal sector there is an emphasis for the postal sector, to ensure that postal outlets offer connectivity through internet services.

Although the courier, express and parcel services sector faces weak economic conditions, it is benefiting from the growth in e-commerce sales, increasing demand for just-in-time deliveries and from the service provided by the post office. Increasing customer demand for speedy and flexible deliveries and the growth of disruptive start-ups and innovative delivery options are forcing traditional operators to review their distribution strategies and in some cases partner with or invest in new disruptive on demand delivery organisations to provide innovative and alternative delivery options.

While poor economy, low business and consumer confidence are affecting the volume of goods requiring express delivery, the development of the on-demand economy is providing growth drivers for the industry. These include the need for speedy deliveries created by the rise in online shopping, service delivery levels from the post office, the need for just-in-time delivery of parts and components to minimise stock levels and save costs and delivery demands for medical products. The continuous development of drones, robots, and autonomous vehicles are driving ongoing change in the industry.

The postal sector revenue increased by 3.6%, from R5.7 billion in 2019 to R5.9 billion in 2020. For a period of 6 years the postal revenue increased by 2.3%. Total letter delivery services (Registered letters) decreased by 39.8%, domestic service and international outbound (Local Volumes) decreased by 39.1% and the domestic service and international outbound (International mail centre volume) also decreased by 69.8% in 2020. Number of PO Boxes and Number of PO Boxes rented increased by 22% (from 3.8 million to 4.6 million) and 68.8% (from 1.9 million to 3.3 million), respectively in 2020. The total number of Postbank holders increased by 1.5% in 2020.

Total employment in the postal sector decreased by 2.6% in 2020. Female employment decreased by 3.2% in 2020. The postal sector employment continues to decrease in 2020, with semi-skilled employees decreasing by 4.6%, unskilled employees decreasing by 13% and disabled employees decreasing by 8.7%. However, the number of employees with skilled increased by 11.9%.

It is worth noting for the postal services sector that this sector revenue increased by 3.6%, from R5.7 billion in 2019 to R5.9 billion in 2020. The proportion of the postal sector procurement spend based on suppliers' BBBEE ranking as a percentage of overall spend from all suppliers represented 2.4% in 2020. Total letter delivery services (Registered letters) decreased by 39.8%, domestic service and international outbound (Local Volumes) decreased by 39.1% and the domestic service and international outbound (International mail centre volume) also decreased by 69.8% in 2020.

## **ALIGNMENT TO THE 2019-2024 REVISED MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF)**

### **Broadcasting Digital Migration programme**

Broadcasting include superior image resolution (detail) for a given bandwidth. Smaller bandwidth for a given image resolution. Compatibility with computers and the Internet.

While South Africa is shifting to digital, it will avoid dumping of analogue Televisions in South Africa. Minister was having consultation with the Department of Trade, Industry and Competition (DTIC), Department of International Relations and Cooperation (DIRCO) and the International Trade Administration Commission (ITAC) to coordinate government's approach on the non-proliferation of analogue TVs in the South African market. The after-market support strategy and plan was established and approved. The objective of the aftermarket support is to ensure that registered households are supported in all languages during and after STB installation process. The existing Call Centre within Sentech will be transitioned to the After-Market Support Centre within the SABC.

Following the President announcement during the 2021 SONA, Analogue Transmitter switch off is targeted for 31 March 2022 across all provinces. The Department has engaged with all provincial governments to raise awareness campaigns in order to register qualifying indigents households.

Minister went to Cabinet in September 2021 and a new delivery model was approved. Subsequently, a Steering Committee was established to ensure strategy development, plans and project governance. This is led by the Minister a Project Manager was appointed. To date, four of the Provinces, namely, FS, NC, NW and MP have been fully switched off. Limpopo to be switched off by the 8th of February 2022. The remaining provinces (KZN, EC, WC and GP will be switched off between February and March 2022.

### **Funding for phase 2 of SA connect**

SA Connect is the implementation of the national broadband policy that was approved by Cabinet in 2013. SA Connect seeks to meet the technology goals of the National Development Plan of creating an inclusive information society and position the government to play an enabling role in the provision of broadband to the number of underserved district municipalities thereby bridge broadband connectivity gaps. This would be achieved by the pooling of public sector demand and procuring of high-capacity and future-proof network capacity at more affordable rates to address public sector broadband requirements. And in the process stimulating network builds by the network operators by reducing the associated investment risk, by ensuring demand. Due to the magnitude of the project, the programme was divided into two phases, phase one and phase two.

In terms of phase one, the programme initially aimed at connecting 6135 government facilities, which include all schools, health facilities, post offices, police stations and government offices, in the eight rural district municipalities, to broadband services. Phase one scope was subsequently reduced to 970 government facilities due to budget constraints.

Government has mandated the State Information Technology Agency (SITA) and Broadband Infracore (BBI) to provide the end-to-end broadband services to the 970 government facilities in the eight identified district municipalities, namely (1) Dr Kenneth Kaunda in North West, (2) Thabo Mofutsanyane in Free State, (3) OR Tambo in Eastern Cape, (4) Vhembe in Limpopo, (5) Gert Sibande in Mpumalanga, (6) Pixley ka Seme in Northern Cape, (7) uMgungundlovu and (8) uMzinyathi in KZN. The remaining 5165 facilities that were not provided with broadband service due to the limited budget allocation for the programme will be transferred to phase two of the programme.

### Breakdown of Phase 1 connected government facilities:

TOTAL SITES CONNECTED 970					
Province	District Municipality	Total Facility Planned	Schools	Health	Government
EC	OR Tambo	178	38	23	17
FS	Thabo Mofutsanyane	171	99	23	49
KZN	uMgungundlovu	142	78	10	54
KZN	uMzinyathi	55	31	4	20
LIM	Vhembe	75	46	5	24
MP	Gert Sibande	142	62	14	66
NC	Pixley Ka Seme	71	40	14	17
NW	Dr Kenneth Kaunda	136	103	22	11
<b>TOTAL</b>	<b>TOTAL</b>	<b>970</b>	<b>597</b>	<b>116</b>	<b>258</b>

### Auctioning of high demand spectrum licensing

The Department and the regulator are planning to start the process of auctioning new spectrum at the beginning of March 2022. Spectrum refers to the radio frequencies on which data and information are transmitted. The release of more spectrum by ICASA means a better-quality service for consumers, with fewer dropped calls, faster internet download speeds and the promise of lower mobile data costs. The last time SA released spectrum was 2004/2005. It is important to accelerate the release of spectrum, as it's been identified as one of the key pillars of the state's economic structural reforms. For the mobile operators, spectrum allocation will help provide faster and more widespread high-speed data services. It is expected that the freed-up spectrum will reduce the cost of data and increase access to the internet. An auction of high-demand spectrum will further assist the government to raise funds for the fiscus. It should be noted that DCDT and ICASA are working hard on the issue of the high demand spectrum, as public interest demands that the licensing of high-demand spectrum cannot be delayed any longer.

### Internet penetration/connectivity

Internet access has been the critical source of technological "leapfrogging" in South Africa. This explains why, for example, there are places without running water, yet one can stream a music video or make a mobile payment. But Africa is not nearly connected enough. It is still the continent with the lowest internet penetration rate at 39% of the population, compared to a global average of nearly 60%. What's more, there are large differences in internet access between rural and urban areas, with smart phone usage in urban areas exceed that of rural areas by almost 200 per cent in some countries.

Covid-19 has shown the importance of connectivity. It has never been as important to share correct information and combat fake news, while being able to elicit information from citizens (and internet-users) on behaviour and movement.

In South Africa, improving connectivity need not be a long-term goal. Learners in poor schools need internet access and tablets or smartphones in hand if they are to continue their school year. Even if greater connectivity does not solve all challenges, from access to information and accountability to unemployment and poverty – simply attempting an improvement in South Africa will activate positive dividends.

According to StatsSA, in 2021, 60.73 percent of the South African population were internet users. This share is projected to grow to 66.06 percent in 2026. Furthermore, report by the Digital 2020 for South Africa, indicates that more South Africans have access to the net, with the number of internet users increasing by 1.1 million between 2019 and 2020. Internet penetration in South Africa stood at 62% in January 2020.

Freedom of the Net 2020 reports on a number of interventions that have helped accelerate internet access and speed. These include:

- Government's broadband policy, the SA Connect programme, which was adopted in 2013, where government prioritises access to free public Wi-Fi to schools, clinics, police stations and other government facilities. The project aims to provide universal, affordable, high-quality, and high-speed broadband access to all South Africans.
- The rolling out of Wi-Fi in several metropolitan areas including Cape Town, Durban, Johannesburg, Tshwane, and the Ekurhuleni municipality has also seen some success.
- The country's fibre market has also grown exponentially, with most suburban areas including Pretoria, Cape Town, Johannesburg, Durban, and Port Elizabeth already covered with fibre-optic cables.

There are still a number of obstacles to internet access and have made it difficult for citizens in the country to have adequate and reliable internet access. These include, among other factors, load shedding, high data costs; and infrastructure and the inequality gap challenges.

Load shedding by power utility Eskom has had a severe impact on reliable internet access. The power cuts, which have been implemented since 2007, are expected to continue for the immediate future. Mobile operators experience challenges in ensuring that their cell phone towers remain online during power outages. This in turn makes it difficult for companies, hospitals and small businesses and households to run their daily operations, especially as some do not have access to or cannot afford alternative sources of energy.

High data costs have been a primary obstacle to internet access for many South Africans. In December 2019, the Competition Commission recommended that network service providers (namely MTN and Vodacom) reduce their data prices by 30% to 50%, or face prosecution. The Commission also found that mobile data prices in the country discriminate against the poor, adding that prepaid bundle prices are far higher than contract prices. It also found that the cost of smaller bundles far exceeds the bigger bundles.

Infrastructure and inequality gaps, many remote villages, rural areas and some townships in the country face infrastructure challenges, making it difficult to access to the internet. The Regulation of Interception of Communications and Provision of Communication-Related Information Act (RICA) came into effect in January 2003. This law dictated that all cellphone users are required to register their sim cards in order to have access to their network providers' services.

This registration process includes providing proof of residence, which may have presented an obstacle to mobile phone usage for people living in informal settlements and rural areas making access to internet services difficult.

Online learning during the COVID-19 lockdown has also further exposed wide inequality gaps in the country's education system. The closure of schools and universities saw traditional classroom learning shifting towards remote online learning. Those who could afford data and had adequate access to resources and data could continue learning online, while the less privileged fell behind as they could not afford data or did not have access to computers or laptops.

As registrations for universities and colleges reopened for the 2022 academic year, some students across parts of South Africa also experienced major challenges with online registration systems. Some students faced the challenge of insufficient data and poor internet connection. Students also noted how they struggle to get assistance from the University when they experience problems with online registration.

The DCDT going forward will focus on Refurbishment of Electronic Devices Project which is aimed at addressing the challenges to access internet. Furthermore, the Department is considering a program to fast track within the next 24 months as part of responding to bridging this digital divide the connection of all South Africans or to ensure that all South Africans have access to an internet connection. Access to internet connectivity will not only enable access to services but will also open opportunities for applications and systems that are developed in South Africa and elsewhere in the world to be accessible to all people of South Africa and promote collaboration in the Africa Continental Free Trade Area (ACFTA) including BRICS.

According to PwC's Outlook, Increased Internet access will generate more consumer spend than any other media product or service in the South African entertainment and media industry. South Africa's entertainment and media market is expected to grow by 10.2% compounded annually (CAGR) to a value of R190.4bn. By far the largest segment will be

the Internet. Combined revenues from Internet access and Internet advertising will account for an estimated R71.6bn, accounting for 37.6% of total revenues.

### **Focus on the Fourth Industrial Revolution**

The Fourth Industrial Revolution (4IR) represents a new era of innovation in technology, one that is enhancing human-machine relationships, unlocking new market opportunities, and fuelling growth across the global economy. South Africa is promoting the 4IR and taking steps to leverage it, which may take time but we can enjoy the fruits of innovation-led prosperity. First, a sufficient supply of advanced engineering talent needs to be available. Beyond that, people in regular jobs need to develop the skills to deal with the disruptive effects of new technologies in their work environments. The future of South Africa's education system is an important consideration in its journey towards the 4IR. Digital technologies have the potential to vastly improve education and have become key to mitigating the learning disruption caused by COVID-19. As we are entering an era of technological empowerment, in order to benefit from the many solutions 4IR technologies offer, we first need to address the widening professional skills gap.

According to Accenture expects, by 2026, 4IR could unlock around R1.4 trillion of value in South Africa across agriculture, infrastructure, manufacturing, and financial services. Ensuring that South Africa's workforce will be ready for the future of work will likely require a combination of effort from various stakeholders. Mounting enthusiasm for the 4IR from different groups is a positive sign, but translating that energy into strong, cross-sectoral partnerships will be the key to effective digital skills creation.

It's clear that if South Africa is to become a legitimate participant in the digital revolution, it will need to make some fundamental changes first. Chief among these will be to combat the low levels of digital literacy in its workforce. Despite the daunting task ahead, South Africa has already begun to prepare to take this leap into the future with technological transformation rolling out across sectors. Beyond simple productivity improvements, 4IR technologies have also become a sign of hope in South Africa's social and developmental challenges. It offers the opportunity for transformation, growth, and improvement, for both governments, organisations, and professionals. In more ways than one, the 4IR is a solution and tool to be harnessed, so that the future of work is one that's inclusive and beneficial for all.

The DCDT programmes of action for 4IR were developed in the PC4IR SIP, which has been concluded and submitted for Ministers consideration. Target for the PC4IR SIP was for submission for cabinet approval in the fourth quarter of 2021/2022 financial year.

The implementation and monitoring of the PC4IR extends to subsequent MTSF plan. The PC4IR PMO developed an M&E framework to assist in the monitoring of the PC4IR implementation. The PC4IR SIP position the DCDT as a lead facilitator and coordinator of 4IR in the country, through the PC4IR all public and public institutions work together to digitally transform South Africa. Key to the DCDT role an awareness strategy for 4IR was developed as an initiative to be rollout to build strong relationships with stakeholders.

As a background, the purpose of the PC4IR Strategic Implementation Plan is to provide clear directives, and guidelines in line with South Africa's 4IR implementation strategy on how 4IR can be used to accelerate socio-economic development. The purpose is further outlined in detail as follows: 1) Guide South Africa in identifying potential investment areas and opportunities towards ensuring that the country adequately responds to the fourth industrial revolution; 2) Provide a model for alignment that all spheres of government can work with towards 4IR implementation; 3) To unify all government technological initiatives to drive digital transformation and position South Africa take advantage of the socio-economic opportunities presented by 4IR; 4) Assist all spheres of the public and private sectors to identify areas of collaboration and cooperation towards a 4IR-enabled South Africa; and 5) Establish South Africa's monitoring and evaluation framework to facilitate inclusivity that has an impact on society and to assist in the coordination of technological initiatives.

Besides the PC4IR; DCDT has to lead initiative in the country, region and internationally to position South Africa on 4IR technology development. The DCDT has also to lead initiative in the country, region and internationally to position South Africa on 4IR technology development. Some of the initiatives include the AI Blueprint for Africa, SADC Bid Data Framework and Africa 4IR Strategy. Furthermore, South Africa is to establish the AI Institute which will lead programmes strategic to South Africa development in the field of AI. The Department will also ensure coordinated Initiatives to develop and support the application of Drones, IOT, Block Chain, Robotics and AVR in the South African Economy.

## Cost of Data

According to WEF South Africa is among the countries that are still on the mend to improve their infrastructure development programmes for economic transformation. Countries that are well prepared include Denmark, Estonia, Finland, and the Netherlands. The Global Competitiveness Index 4.0 2019 rankings covered 141 economies, the index measures national competitiveness described as the set of institutions, policies and factors that influence the level of productivity of a country. South Africa is currently on its way to make progress in terms of the world ICT indices which seek to measure digital developments in respect of ICTs between countries over time and the evolution of digital development. South Africa ranked 89 out of 141 countries surveyed by the World Economic Forum (WEF) in terms of the global competitiveness on ICT adoption indicated on the table below.

**Table 1: ICT Global Competitiveness**

Country	Rank (ICT adoption) = 0-100	Mobile Cellular Telephone Subscrip- tions Per 100 POP	Mobile Broadband Subscriptions Per 100 POP	Fixed Broadband Internet Subscriptions Per 100 POP	Fibre Internet Sub- scriptions Per 100 POP	Internet Users % of Adult Population
Korea Republic	1	44	21	6	1	9
United Arab Emirates	2	2	1	27	4	5
Hong Kong	3	1	8	17	3	20
Sweden	4	50	18	12	5	15
South Africa	89	10	69	104	81	91

Source: Extracted from 2019 World Economic Forum Global Competitiveness report

On the other hand, the ITU provides a synopsis of ICT trends and developments in Africa in particular reference for ITU-member states to continually evaluate the state of ICT development in the continent. According to the report, infrastructure is the main factor causing slow progress to improve ICT adoption in Africa, since infrastructure is the main enabler, key for policy objectives and for rankings and competitiveness.

In terms of the current state of affairs in the ICT Mobile Industry, collaborative approaches between the Department and regulators has seen average data prices reduce by 35% per 1GB across major operators. In addition, the past eight months has seen the introduction of more flexible regimes for data expiry in the prepaid segments. Below is a detail explanation of changes in prepaid data prices for 100MB, 1GB, 10GB and 20GB following the Competition Commission data services market inquiry.

With regards to the price changes of 100MB prepaid data for 30-day validity, South Africa has suitable ICT policy framework, the impact of COVID-19 pandemic in the country and the rest of the world has reshaped the operations of economic systems and disrupted the world economy. For this reason, economic sectors and the general population depends on internet connectivity hence the implementation of Government programmes to reduce of data costs. In South Africa the most impoverished communities because of affordability depends on small data bundles for internet connection, hence the importance of depicting small bundle data costs.

Regarding the price changes for 1GB Prepaid Data for 30-day validity, as part of implementing the Market Inquiry recommendations, mobile network operators, Vodacom, MTN and Cell C, have entered into an agreement with the Competition Commission to reduce the prices of data, improve access to data services and increase in price transparency. The biggest impact of the Market Inquiry happened in the 1GB category of data bundles, which is the bundle most affected by the settlement agreements entered into between the Competition Commission and the respective licensees.

**Table 1: 1GB prepaid data prices**

Mobile Network Operator	Previous Price for 1GB Data Bundle	Current Price for 1GB Data Bundle	Percentage (%) Change	Current In-Bundle Rate
Vodacom	R149	R99	-34%	R.010
MTN	R149	R99	-34%	R0.10
Cell C	N/A	R95	N/A	R0.09

Source: ICASA Update on Data Prices (Post Data Services Market Inquiry) 08 JANUARY 2021

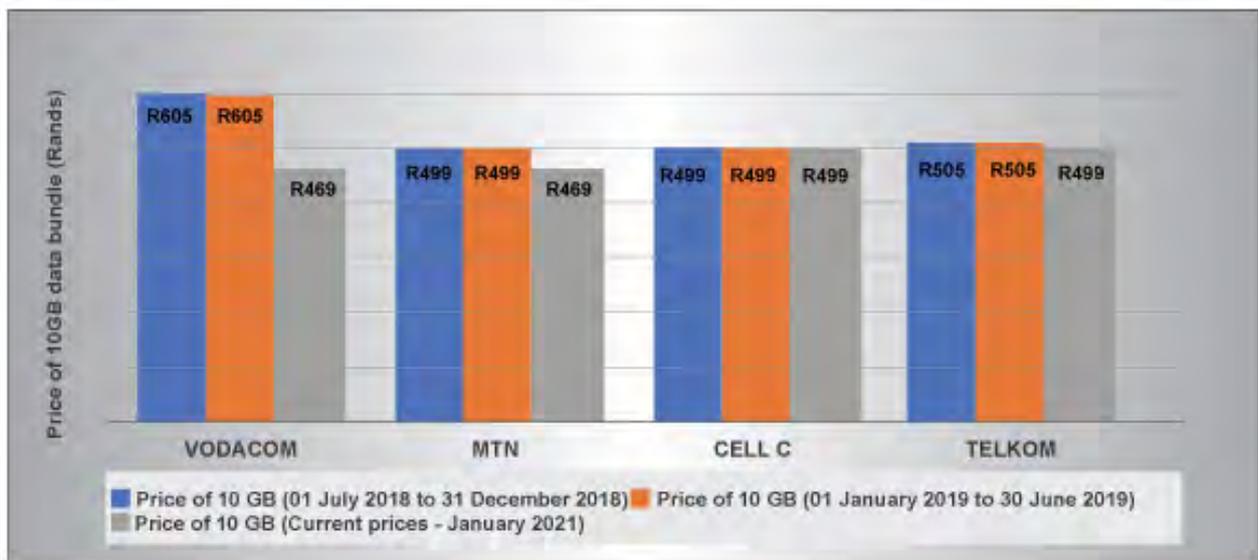
The above table outlines an analysis of 1GB data price of three MNO`s in South Africa. Vodacom and MTN 1GB prepaid data prices has decreased by 34% or R50 from R149 to R99. Cell C amended its standard 30-day prepaid data bundles, reduced its 1GB data bundle price by 1% from R100 to R99, effective 20 September 2020.

**Table 3: 1GB FNB Connect data price**

	Old	New	Savings
1GB	R105	R59	44%

Meanwhile, FNB Connect an internet service provider, which operates as a business unit within the FirstRand Limited (FNB), in April 2020 introduced reductions of monthly prepaid data prices. From the above table 1GB costs R59 from R105 saving of 44%. FNB Connect has been included in this report mainly because the network is gaining popularity.

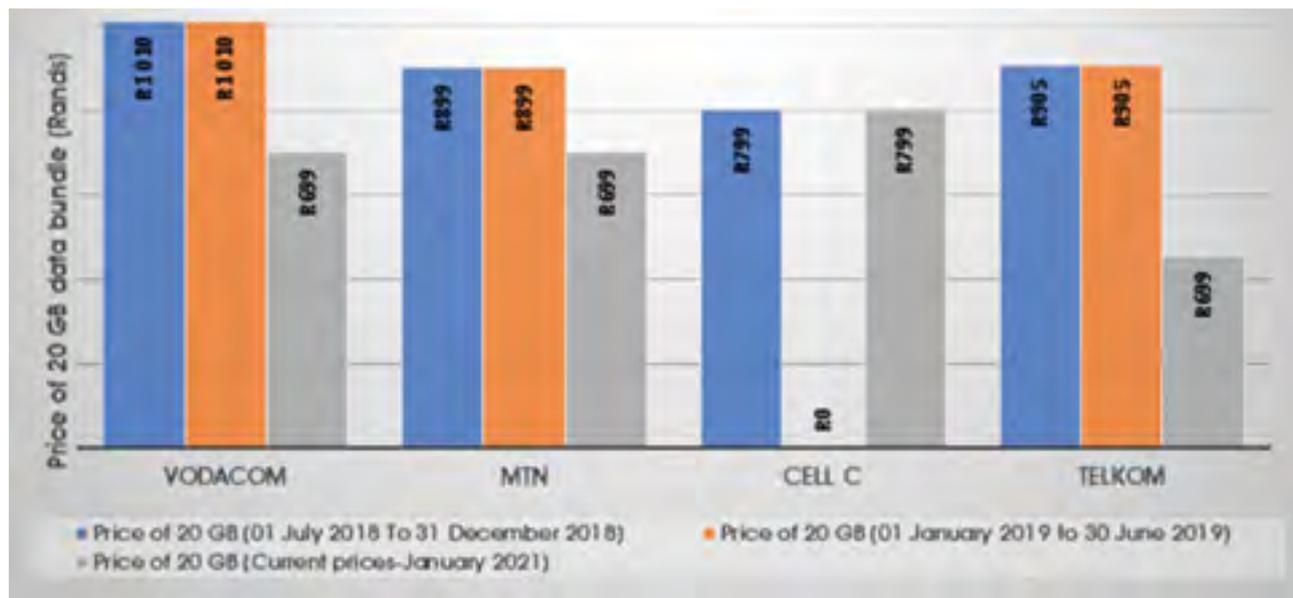
**Figure 1: Price of 10GB data bundle from 2018- 2021**



Source: ICASA, bi-annual reports on the analysis of tariff notifications for the periods 01 July 2018 to 31 December 2018 and 01 January 2019 to 30 June 2019.

The figure above illustrates 10GB price comparison between the four MNO`s in South Africa. According to the Bi-annual tariff report from ICASA prices of 10GB prepaid data were kept the same for two years 2019 and 2020. Vodacom offered 10GB data bundle for R605, MTN and Cell C R499 and Telkom R505, before the mandatory data price reductions. Vodacom and MTN 10GB data prices are cheaper as compared to Cell C and Telkom.

Figure 2: 20GB prepaid data bundle prices from 2018 up to 2021



The above figure explains the 20GB price comparison amongst the four MNO`s in the country. Vodacom was offering 20GB prepaid data bundle for R1010, MTN R899 and Telkom R905 before the mandatory data price reductions. Currently, the most expensive 20GB prepaid data bundle is from Vodacom which charges R799 as compared to other MNO`s which are charging R699 for the same data bundle.

For the future plans, according to the Policy Brief conducted by Chinembiri (2020), even though major operators such as Vodacom and MTN have reduced data prices due to compliance by the Competition Commission data services market inquiry, most citizens still cannot manage to pay for data costs, there is still lack of internet-enabled devices. Much as the data prices have gone down, evidence indicate that, there is still room for MNO`s to decrease the data costs further down. More can be done to narrow the digital divide in the country.

- As the Department, we will be engaging the stakeholders to further appeal for more reductions and initiatives on further implement zero rate services,
- Develop initiatives to foster an enabling environment for investment and ensure that citizens receive affordable, reliable, and quality services,
- Conduct a study to further to investigate the feasibility of regulatory, policy and strategies that could impact on lowering the cost to communicate,
- Provide clear principles for access and price regulation for the leasing of different types of facilities,
- Progress of the rapid infrastructure deployment strategy contained in the previous ECA Amendment Bill and
- The development of alternative infrastructure to provide data services in lower areas and smaller secondary cities and towns nationally.

### Implementation of the National e-Government Strategy

The purpose of the National e-Government Strategy and Roadmap is to guide the digital transformation of public service in South Africa into an inclusive digital society where all citizens can benefit from the opportunities offered by digital technologies to improve their quality of life.

There have been a number of e-Government initiatives in the country at the national, provincial and district level. Some of them have been highly successful and are suitable for replication. Some Provinces including Gauteng and the Western Cape have advanced to a state where they have developed Provincial e-Government Strategies and established independent e-Government departments. Most government departments have embraced the use of ICTs for e-Government to promote service delivery and to make the government more efficient and effective significantly to

improve administrative civil services. Although most websites of government are at the developmental stage but there are few of those that have made strides to provide online services.

The DCDT in collaboration with SITA has focused on the re-design of the National e-Services Portal (<https://www.eservices.gov.za/>) for broader use by citizens in 2021/22. The re-design of the Portal will ensure it be more user friendly, simpler to navigate by including additional features such as ChatBot that is aimed to provide online interactive help inclusive of people living with disability, online call-logging facility, google analytics to collect and visualise user statistics, online blogging facility for citizens to provide their survey and feedback, government news flashes through Advert-as-a-Service. The Portal will also provide e-services in line with a single-view of a citizen concept. 39 e-services have been prioritised for automation in the new portal.

### **Progress made during the Covid-19 Pandemic**

The Department during the National state of Disaster has made some progress with regard to the following:-

#### **Zero Rating**

The objective of zero-rating of educational websites was to support both basic and higher education and training to conduct remote teaching and learning during the national lockdown due to Covid-19 pandemic. To support the South African education sector the Minister of Communications and Digital Technologies issued Directions to zero-rate local educational content websites by Electronic Communications Service Licensees. To streamline the process of zero-rating, on 5 June 2020, the Minister of Communications and Digital Technologies issued "Directions on zero-rating of websites for education and health issued under regulation 4(10) of the Regulations made under the Disaster Management Act, 2002 in Government Gazette No. 43413.

As per 31 January 2022, there are 1191 websites included in the list for zero rating which consists of 485 DBE sites, 680 DHET sites, and 26 DoH sites.

#### **Temporary Spectrum Allocation**

During the National state of Disaster, to enable to deal with the anticipated rise in demand for network capacity or data services, ICASA assigned high demand spectrum to five (5) licensees for free of charge. This was till 30 November 2021. After that ICASA allocated spectrum in the IMT frequency band to six (6) licensees on a basis of pro-rated radio frequency spectrum license fee and the period for this was from 1 December 2021 until 30 June 2022 or until three months after the termination of the National State of Disaster, whichever occurs first.

#### **Virtual Classroom**

As part of the obligations relating to IMT radio frequency spectrum license, the licensees were asked to provide virtual classroom solution to 17 schools. The virtual classroom solution includes broadband connectivity, end user devices to grade 12 learners and educators, broadcasting equipment, and smart classroom solutions including platforms. The licensee must maintain the network connectivity in line with regulatory requirements for the virtual classrooms platforms allocated respectively to it by the Authority, free of charge, for a period of seventeen (17) months from the date of confirmation of deployment by the operator as verified by the Authority in collaboration with the Department of Basic Education and the Department of Communications and Digital Technologies.

## **7.2. Internal Environment**

The Department of Communications and Digital Technologies (DCDT) was establishment in April 2020, through the merger of the Department of Communications and the Department of Telecommunications and Postal Services, the DCDT is still in the process of finalising the development of a revised organisational structure that will deliver on its mandate. As an interim measure, in the short-term, the DCDT is still functioning with a start-up organisational structure until the revised organisational structure, aligned to the mandate and strategy of the DCDT, is finalised, approved and implemented. Following the approval of the revised organisational structure, the DCDT will develop a new budget programme structure that will allow for the Department to optimally deliver on its mandate. Furthermore, in order to align with the delivery of its mandate, the Department has developed a draft Operating Model which identifies key functional areas to facilitate the achievement of priority programmes.

Furthermore, the Department has in place a Workplace Skills Plan (WSP) aimed at capacitating employees with requisite skills aligned to the mandate and strategy. In terms of its human resource capacity the Department currently has 292 number of employees, with 41 of vacant posts which results in a vacancy rate of 12,9%.

The DCDT is currently prioritising the implementation of the Integrated Digital Transformation Strategy as we move towards a paperless organisation. This programme will continue within the DCDT through the digitisation of business processes and systems as part of implementing the Integrated Digital Transformation Strategy. The DCDT has already consolidated some of the processes and systems which include the review of existing operational policies and procedures.

Moreover, the Department will ensure the mainstreaming of critical issues related to designated groups through the Chief Directorate: Gender, Disability, Youth and Children (GDYC). In so doing the Department will target 40% procurement to be set aside for Women and 30% of youth representation. This Unit will also ensure that all Departmental programme, policies and processes are inclusive of issues related to such designated groups and will monitor the Departmental and SOCs Gender, Disability, Youth and Children Responsiveness programmes in line with National targets.

With regards to the Department status on compliance with the Broad-Based Black Economic Empowerment Act 53 of 2003, as amended. The Department is always in compliant with BBBEE regulations during its procurement processes. However, for the past two financial years the Department was not compliant with the BEE verification process and submission of the BEE certificate to the relevant authorities within the prescribed dates. To address this, the Department has during 2020/21 financial year appointed a service provider to conduct the verification in order to provide the certificate and submit to the relevant authority.

The impact of Covid-19 has also impacted on the Department and have necessitated that the officials work remotely where practically possible. In this regard, the Department has ensured that all officials have the necessary tools of trade to enable them to work effectively from home. The process of finalising the Annual Performance Plan took into consideration the limited resources available, both financial and human, which negatively impacted on its capacity to execute and deliver on some of its targets.

### **7.3 DCDT Theory of Change**

#### **7.3.1 Problem Statement**

South Africa stands at the cusp of a historical opportunity to leverage and direct technology and unprecedented production capabilities for economic competitiveness. Such technologies can also assist in addressing persistent human and social developmental challenges in the areas of health, education, human settlement, food security and nutrition.

According to World Bank Group (2019) South Africa Digital Economy Diagnostic report, the overall state of South Africa's digital economy is inspiring but thrust has stalled in recent years and much of the population remains excluded from the digital economy. With a Purchasing Power Parity adjusted Gross Domestic Product per capita of \$13 000, South Africa is among the few countries in Africa with upper-middle income status. On the digital economy, South Africa leads the region in indicators such as internet usage (54%) and mobile phone penetration (80%), and broadband coverage (99%). However, South Africa slipped from 78th in the ITU ICT Development Index to 92nd between 2002 and 2018 due to slowdown in economic growth. South Africa when benchmarked against other middle-income countries and more dynamic economies, was found to be lagging. Internet usage among poorer South Africans remains low with as much as 60% of the population paying more than the affordability benchmark of 2% of Gross National Income per capita.

The overall state of South Africa's digital infrastructure is relatively robust and has enabled progressively better market outcomes for consumers. In 2019, the World Economic Forum Network Readiness Index, South Africa ranked 72nd out of 121 economies when coming to sub-pillars related to trust, inclusion and future technologies. South Africa has the second fastest average mobile download speed in Africa at 19.2Mbit/s beaten on the continent.

In the past 10 years, South Africa has moved to an open, competitive regime in terms of its international connectivity, with a good number of submarine cables connecting it to the rest of the world, resulting in fast growth of international bandwidth usage. The Mobile Network Operators (MNOs) have played an important part in providing connectivity throughout the country, resulting in impressive 3G and 4G network coverage, while international connectivity benefited from away from

monopoly after 2009 to an open and competitive regime. The Digital Economy for Africa target of 100% of population covered by mobile broadband networks is almost reached. Fixed-line internet and especially fiber-optic connections to homes and businesses Fiber to the X (FTTx) have experienced rapid growth in recent years, showing much promise. In international connectivity, competition translated resulted in 5 international submarine cables with more to come online, lower prices and rapid increase in international bandwidth usage, which more than doubled from 2016 to 2018.

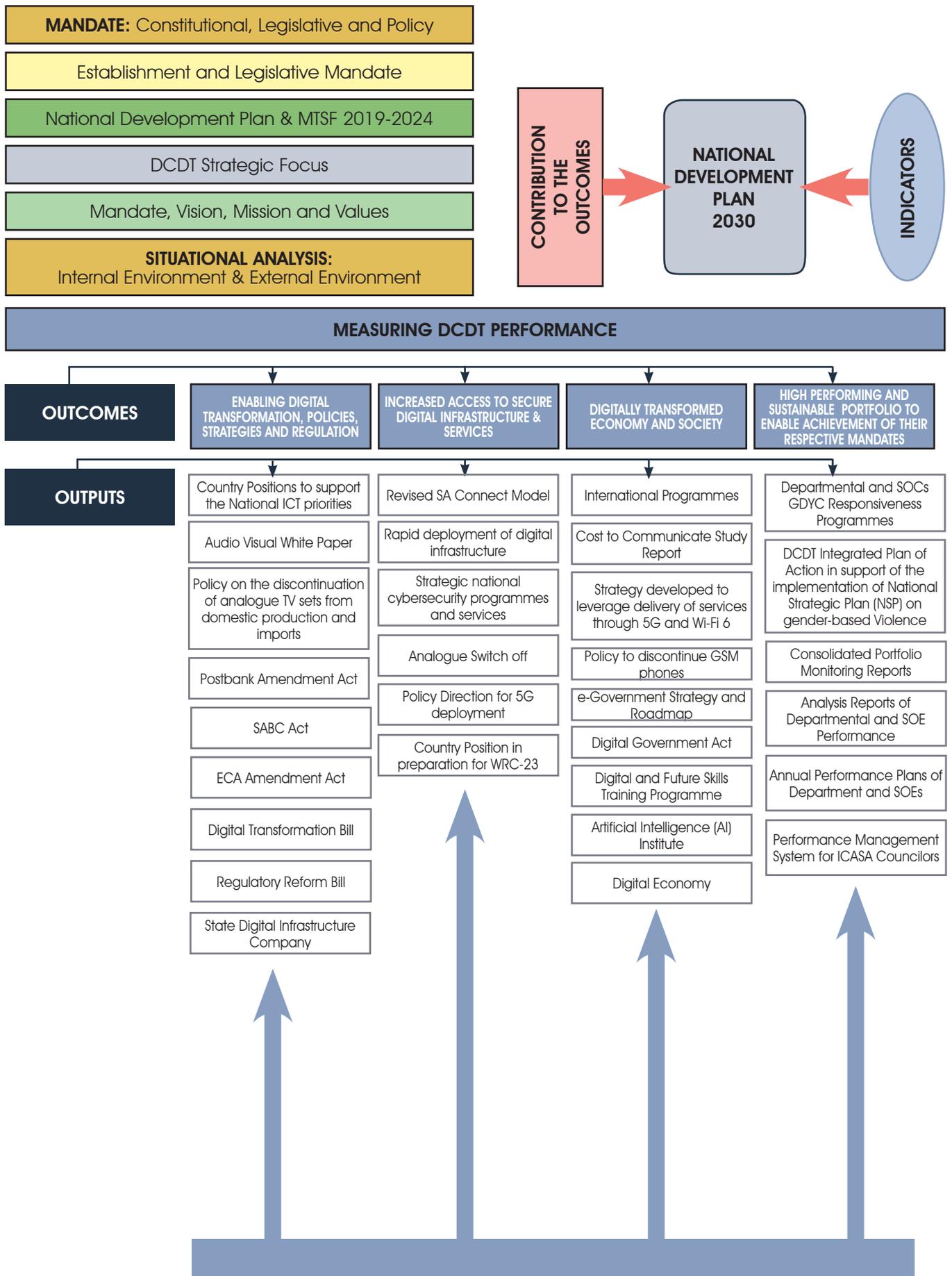
South Africa possesses the most extensive backbone infrastructure on the continent, with around 200,000 kms of fiber deployed, but concentrated in urban areas and with much network duplication. The expansion of infrastructure can be largely contributed to commercial fiber operators, even though the state has a strong role in the sector.

However, there are concerns about the country's performance. South Africa has experienced much policy uncertainty and has been slow to implement regulatory reforms, and the country is facing a major digital divide. Delays in spectrum assignment have limited the operators' ability to expand their 4G networks and provide faster speeds on existing networks. Most targets of the national broadband strategy, SA Connect, have not been reached and the strategy needs updating. Also, whilst the urban metro regions are benefitting from an expansion of fiber optic cable infrastructure, preparing for the arrival of 5G networks and having increased consumer choice for fast internet connectivity, rural areas are being left behind. As extending mobile broadband coverage is becoming a less important issue, the divide is explained more by affordability and characterized by quality of access. South Africa's quality of service is regarded as poorer than in comparable countries and mobile data prices are high, especially for poorer, more rural consumers. The current regulatory and market regime is not resulting in sufficient digital inclusion, and the state-run programs for advancing access have not been able to fill the gap.

Currently, the government and broader society are grappling with South Africa's readiness for the 4IR. It can reasonably be asserted that South Africa's position in terms of 4IR readiness is at a nascent phase – albeit at the most advanced position within the continent and arguably with the greatest possibility to transition to a high-potential position. This situation is further exasperated by the limited access to affordable broadband connectivity. The high domestic cost of broadband internet connectivity is a major deterrent. The institutional arrangements to manage the ICT environment need to be better structured to ensure that South Africa does address the issue of digital divide. An additional challenge is the high cost of data. Mobile data in RSA is among the most expensive of Africa's six leading economies and is ranked 94th out of 197 countries globally in terms of competitiveness. Related to this problem is the lack of availability of high demand national radio frequency spectrum.

South Africa can therefore not afford to allow the digital divide to deteriorate further into a digital chasm by continuing to lag technological progress and must drive a process to connect society to the Internet with affordable digital infrastructure is urgent and imperative.

# THE THEORY OF CHANGE LOGIC MODEL INFORMING THE PLANNING APPROACH



The image features a central composition of vertical bars and network patterns. On the left and right sides, there are dark green vertical bars. In the center, there are three vertical bars of varying heights and shades of gray. A large, light green rectangular area is overlaid on the center, containing the text. The background is white, and the overall design is clean and modern.

# PART C

## MEASURING OUR PERFORMANCE

## Revised 2020-25 Strategic Plan

The Outcomes set out for the Department of Communications and Digital Technologies are persuasively expected to be achieved by end of the MTSF or end of 2024/25 financial year and must be seen as a process of contributing towards the achievement of objectives that are aligned with the NDP vision and the outcomes of the Medium Term Strategic Framework.

### 8. Institutional Performance Information

#### 8.1 Measuring the Impact

##### Impact Statement

Digitally Enabled, Inclusive and Competitive Economy and Society

##### Revised Outcomes:

1. Enabling Digital Transformation Policies, Strategies and Regulation
2. Increased Access to Secure Digital Infrastructure & Services
3. Digitally transformed Economy and Society
4. High Performing and sustainable portfolio to enable achievement of their respective mandates and policy objectives

#### 8.2 Measuring Outcomes

The Department has set itself four medium-term Outcomes of having in place Digitally enabled, Inclusive and Competitive Economy and Society. In order to achieve these Outcomes, the Department has planned strategic initiatives to achieve the four key outcomes which will focus on having in place a Enabling Digital Transformation Policies, Strategies and Regulation, which will also catalyse Increased access to secure digital Infrastructure and Services so as to allow for a Digitally transformed economy and society. The Department acknowledges that in order to achieve this desired impact and outcomes, it is imperative to have in place a High Performing and sustainable portfolio to enable achievement of their respective mandates and policy objectives.

**IMPACT STATEMENT**  
Digitally Enable, Inclusive and  
Competitive Economy and Society



Enabling  
Digital  
Transformation  
Policies, Strategies  
and Regulation

High  
Performing and  
Sustainable Portfolio to  
enable Achievement of  
their Respective  
Mandates

**DCDT  
Outcomes**

Increased  
Access to  
Secure Digital  
Infrastructure &  
Services

Digitally  
Transformed  
Economy  
and Society

## REVISED 5 YEAR TARGETS UP UNTIL END OF 2024/25 FINANCIAL YEAR

OUTCOMES	OUTCOME INDICATORS	BASELINE	2024/25 TARGETS
Enabling Digital Transformation Policies, Strategies and Regulation	Implemented agile ICT policy and regulatory landscape in SA	All current DCDT legislative policy (No Integrated Digital Transformation Policy in place)	Implementation of Digital Transformation Policies monitored. Audio-Visual White Paper implemented
	Implemented Digital Government Act	Electronic Communications and Transaction Act, 2002 (sections of e-Government)	Implementation of the Digital Government Act to support the digitalisation of government monitored
	Transformed Digital Economy	Draft Digital Economy Master Plan	Implementation of Digital Economy programmes facilitated and monitored
	Number of approved Country Positions, advanced to support the National ICT policies	18 Country Positions	12 RSA Positions, focused on supporting the National ICT priorities, developed and advanced at relevant international forums
Increased Access to Secure Digital Infrastructure and Services	Secured broadband connectivity	970 identified sites connected	Implementation of the revised SA Connect Model sites coordinated and monitored
	Operational Cybersecurity Hub	Operational Cybersecurity Hub offering a baseline set of services	Secured services of the Cybersecurity Hub expanded through public/private partnerships
Digitally transformed Economy and Society	Percentage (%) Increase on affordability of data	35% cost to communicate reduced on 1Gig	Reduction in the cost of data by 50%
	Percentage (%) of organisational performance achieved	50% for DCDT	80% organisational performance achieved
	Implemented integrated DCDT Digital Transformation Strategy	3 business processes digitised	Integrated DCDT Digital Transformation Strategy implemented (in line with the approved strategy)
High Performing and sustainable portfolio to enable achievement of their respective mandates and policy objectives	Percentage (%) of the transformation of the sector on Women and Youth	30% procurement for woman and 20% youth representation	40% Procurement set aside for Women and 30% Youth representation

### 8.3 Explanation of planned performance over the five-year planning period

The Department of Communications and Digital Technologies, in an effort to attain its vision of being a leader in enabling a connected and digitally transformed South Africa will focus on creating enabling digital transformation policies, strategies and regulation by developing and facilitating the implementation of the Digital Transformation Policies, as well as the development and implementation of priority legislation which will also focus on the rationalisation of State Owned Entities so as to optimally deliver on government priorities. Such policies and legislation will need to be relevant and fit for purpose yet flexible and efficient enough to adapt to the rapid evolution of technologies.

Furthermore, towards informing enabling digital transformation policies, strategies and regulation, the Department will also develop and advance Country Positions at relevant international ICT Forums towards supporting the Digital Economy. The Department acknowledges that to make the desired impact of Digitally enabled, inclusive and competitive economy and society, a key component would be ensuring increased access to secure digital infrastructure. Hence in order to attain this Outcome, focus will be specifically given to the release of high demand Spectrum as well as the future of 5G Spectrum. Another critical pillar will be the continuation of broadband connectivity in line with SA Connect Model aligned to the MTSF commitments of ensuring that population have access to the internet. Another critical pillar is the conclusion of the Broadcasting Digital Migration through the coordination of household migration and analogue switch off for the Broadcasting Digital Migration in all Provinces. The Department will also during the MTSF period focus on establishing the BRICS Institute for Future Networks, the programme of activities is envisaged to comprise a collection of applied research, technology development and commercialisation projects that aim to create new future networks products or localisation of selected products, services and enterprises towards the eventual commercialisation of such products and services.

The Department will therefore, over the medium term, focus on the implementation of the Digital and Future Skills Programme, in line with National Digital and Future Skills Strategy. Focus will also be on research related to emerging technologies to inform policy and legislation. A high performing portfolio, inclusive of the Department and its SOEs is critical in order to achieve the desired impact and planned outcomes. Focus will therefore be on establishing such a high performing Portfolio through the development and implementation of a fit for purpose organisational structure which is aligned to the strategy. Given its new mandate, the Department will require adequately skilled resources with relevant skills to implement set projects. Therefore, it will also target to improve its performance targeting to achieved at least 80% which is aligned to have a significant impact on the achievement of the planned initiatives. Furthermore, in order to improve the efficiency and effectiveness of its processes, the Department will prioritise the implementation of Integrated DCDT Digital Transformation Strategy. The Department will also focus on setting aside the 40% for Women and 30% Youth representation for the procurement.

## 9. Key Risks

Outcome	Key Risk	Risk Mitigation
Enabling Digital Transformation Policies, Strategies and Regulation.	Failure to timely develop and/ or update digital transformation policies, strategies and masterplans to enable secure and affordable universal access to digital services; and agile ICT Policy and Regulatory Landscape.	<ul style="list-style-type: none"> <li>• Establish research capacity to keep up with the rapidly changing digital technologies and services and provide timely and credible research data to inform digital policies, strategies and masterplans.</li> <li>• Gazetting policies and legislation for consultations (inputs and comments) with key stakeholders.</li> <li>• External stakeholder engagements to lobby approval of Bills (DPME, OCSLA, FOSAD Cluster and Cabinet).</li> <li>• Establish monitoring and evaluation capacity / structure to monitor and evaluate compliance with the digital policies and strategies by the operators.</li> <li>• Establish governance and monitoring systems and tools to monitor the implementation of masterplans.</li> <li>• Use virtual meetings where applicable.</li> </ul>
	Declining RSA influence in international forums.	<ul style="list-style-type: none"> <li>• Continuous review of priorities and implementation of the International Relations and Engagement Strategy.</li> <li>• Strengthening of national dialogues and national preparatory processes.</li> <li>• Use virtual meetings where applicable to advance RSA position to support the RSA digital economy.</li> </ul>
Increased Access to Secure Digital Infrastructure & Services-BB.	Failure to provide universal services and affordable access to secure digital infrastructure and services.	<ul style="list-style-type: none"> <li>• SA Connect phase 2 feasibility study/business case to be finalised clearly indicating the required financial and human resources required to finalise the project.</li> <li>• Development and implementation of a structured approach to engage DFI (funding) and industry (strategic alignment).</li> <li>• Appointment of sufficient Project Managers/ Coordinators to manage SA Connect implementation.</li> <li>• Effective governance and monitoring systems and processes (appropriately capacitated PMO, project plan, monitoring software/tools, etc) to monitor and guide the implementation of SA Connect phase two (2).</li> </ul>
	Private Sector, civil society and citizens' vulnerability to cyber-attacks.	<ul style="list-style-type: none"> <li>• Increase functionality of the cybersecurity hub.</li> <li>• Legislative mandate for Cybersecurity Hub must be included in Legislation.</li> </ul>
Digitally transformed Economy and Society	Failure to implement the cost to communicate Programme of Action (POA).	<ul style="list-style-type: none"> <li>• Issue directive to ICASA on rates and charges.</li> <li>• Strengthen the work of Competition Commission with regards to the Telecommunication Sector.</li> </ul>

Outcome	Key Risk	Risk Mitigation
<p>High Performing and sustainable portfolio to enable achievement of their respective mandates and policy objectives</p>	<p>Unautomated and undocumented business processes leading to ineffective and inefficient business operations.</p>	<ul style="list-style-type: none"> <li>• Document, automate and integrate business processes in line with approved Digital Transformation Strategy and allocated budget.</li> </ul>
	<p>Failure to respond to GDYC expectations in terms of Government priorities and reporting structures.</p>	<ul style="list-style-type: none"> <li>• Participate in Sectorial Governance Structures (Gender, Disability, Youth and Children).</li> <li>• Fast tracked turnaround time in terms of responding to external reporting.</li> <li>• Annual monitoring of Gender and Disability targets.</li> <li>• GDYC issues included into the Strategic Planning and Monitoring and Evaluation processes.</li> </ul>
	<p>Failure to implement action plans to support GBV prevention and/or response initiatives.</p>	<ul style="list-style-type: none"> <li>• Participate in Sectorial GBV Governance Structures.</li> <li>• Development and implementation of DCDT GBV integrated action plan.</li> </ul>
	<p>Non-performing and unsustainable SOEs:</p> <ul style="list-style-type: none"> <li>• SOEs not operating within the Mandate and Laws &amp; regulations.</li> <li>• SOEs not contributing to Socio economic development.</li> <li>• SOEs not financially viable.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation by SOEs in the DCDT strategic planning process to improve alignment of SOEs plans to Government mandate.</li> <li>• Enforce timely submission of annually, quarterly and other required reports of SOEs to enhance performance monitoring and reporting.</li> <li>• Timely facilitation for filling of vacancies on Boards.</li> <li>• Timeous finalisation of Shareholders Compacts and Governance Agreements with relevant SOEs.</li> <li>• Identification and implementation of specific measures or recommendations to strengthen governance practices.</li> <li>• Monitoring of Board performance on a regular basis.</li> <li>• Monitoring the implementation of SOEs turnaround strategies.</li> </ul>

The background features a central white rectangular area containing text. This area is flanked by two dark green vertical bars. In the center, there are three vertical bars of varying heights and shades of gray. A faint, light green network diagram with nodes and connecting lines is visible behind the white text area.

PART D  
TECHNICAL  
INDICATOR  
DESCRIPTION (TID)

INDICATOR TITLE	IMPLEMENTED AGILE ICT POLICY AND REGULATORY LANDSCAPE IN SA
Definition	The development and implementation of agile ICT policy and regulation to provide a legal framework and regulatory serves as an overarching legislation which incorporates a review of relevant existing legislation.
Source of data	Quarterly and Annual Progress Reports
Method of calculation or assessment	Qualitative
Assumptions	No delays in the Cabinet and Parliamentary processes towards approving the revised policies and regulations
Disaggregation of beneficiaries (where applicable)	Target for women: NA Target for youth: NA Target for people with disabilities: NA
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Desired performance	Equal to, or higher than targeted performance
Indicator responsibility	Deputy Director-General: ICT Policy Development and Research

INDICATOR TITLE	IMPLEMENTED DIGITAL GOVERNMENT ACT
Definition	Implementation of the Digital Government Act through the e-Government Strategy and Roadmap towards digitizing government services with specific focus on front-end services
Source of data	Quarterly and Annual progress Reports
Method of calculation or assessment	Qualitative
Assumptions	Cooperation from relevant Government Departments proving front-end services
Disaggregation of beneficiaries (where applicable)	Target for women: NA Target for youth: NA Target for people with disabilities: NA
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Desired performance	Equal to, or higher than targeted performance
Indicator responsibility	Deputy Director-General: ICT Information Society Development and Research

INDICATOR TITLE	TRANSFORMED DIGITAL ECONOMY
Definition	The development and implementation of the Digital Economic Masterplan will focus on specific cross-sectoral interventions that will enable South Africa to benefit from opportunities offered by the digital economy
Source of data	Quarterly and annual progress Reports
Method of calculation or assessment	Qualitative
Assumptions	Full co-operation from all stakeholders involved in the development and contribution of the required input and approvals related to the development and implementation of the Digital Economy Masterplan
Disaggregation of beneficiaries (where applicable)	Target for women: NA Target for youth: NA Target for people with disabilities: NA
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Desired performance	Equal to, or higher than targeted performance
Indicator responsibility	Deputy Director-General: ICT Information Society Development and Research

INDICATOR TITLE	SECURED BROADBAND CONNECTIVITY
Definition	Secured access to broadband services through sustaining of funded connected sites
Source of data	Quarterly and Annual Progress Reports
Method of calculation or assessment	Qualitative
Assumptions	Funding for the implementation of revised SA Connect Model will be timeously secured
Disaggregation of beneficiaries (where applicable)	Target for women: NA Target for youth: NA Target for people with disabilities: NA
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Desired performance	Equal to, or higher than targeted performance
Indicator responsibility	Deputy Director-General: ICT Infrastructure Development & Support

INDICATOR TITLE	OPERATIONAL CYBERSECURITY HUB
Definition	The creation of a fully operational Cybersecurity Hub through the implementation of Strategic National Cybersecurity programmes and services
Source of data	Quarterly and Annual Progress Reports
Method of calculation or assessment	Qualitative
Assumptions	Cooperation from relevant stakeholders No delays in the processes towards approving the Strategic National Cybersecurity
Disaggregation of beneficiaries (where applicable)	Target for women: NA Target for youth: NA Target for people with disabilities: NA
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Desired performance	Equal to, or higher than targeted performance
Indicator responsibility	Deputy Director-General: ICT Infrastructure Development & Support

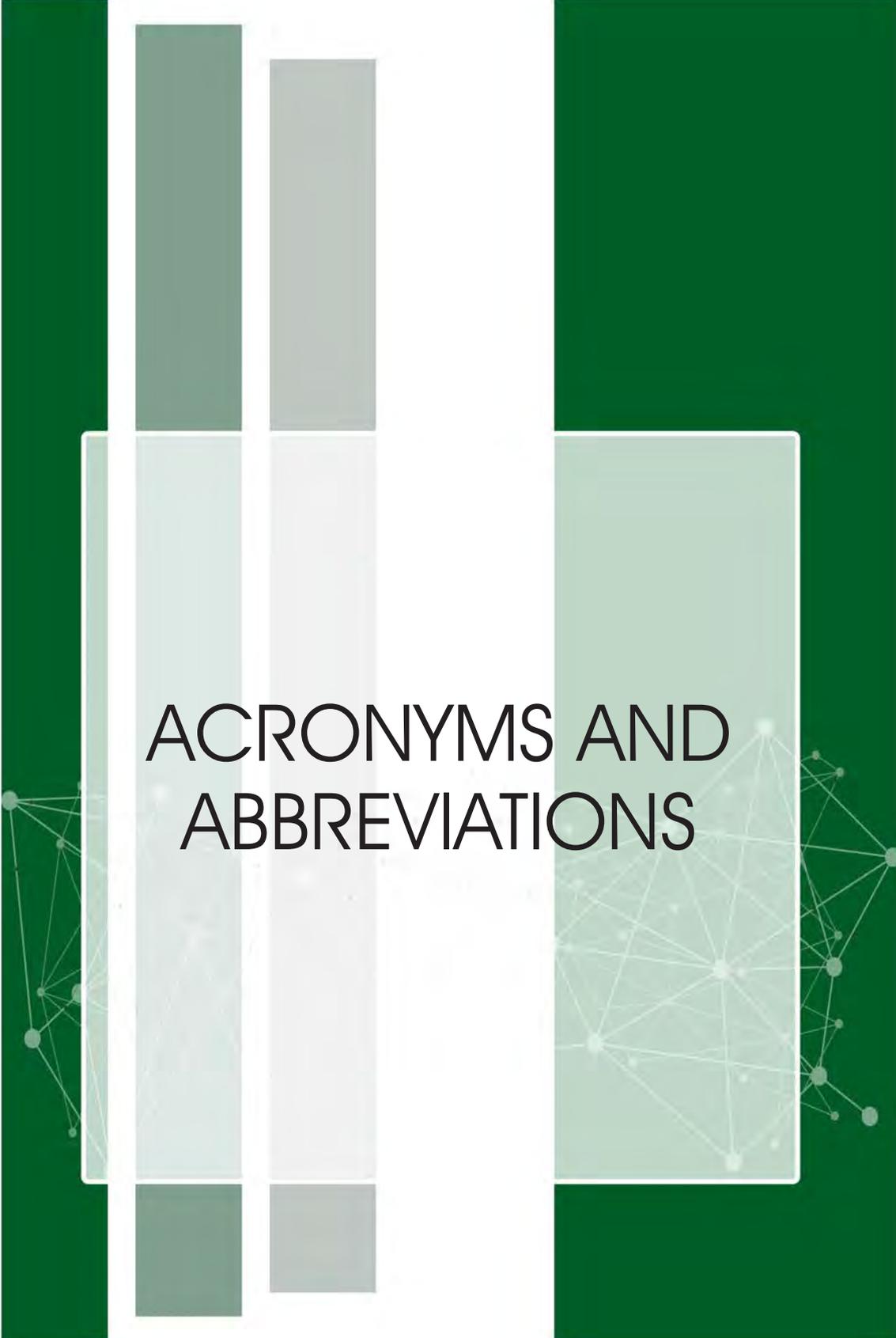
INDICATOR TITLE	NUMBER OF APPROVED COUNTRY POSITIONS, ADVANCED TO SUPPORT THE NATIONAL ICT POLICIES
Definition	The development and advancing of approved Country Positions at relevant international forums will be aimed at supporting the National ICT policies
Source of data	Quarterly and Annual progress reports
Method of calculation or assessment	Qualitative
Assumptions	The Department will participate in all identified international forums as planned
Disaggregation of beneficiaries (where applicable)	The Country Positions will take into consideration relevant issues related to women, youth and people with disabilities
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Desired performance	Equal to, or higher than targeted performance
Indicator responsibility	Deputy Director-General: ICT International Affairs

INDICATOR TITLE	PERCENTAGE (%) INCREASE ON AFFORDABILITY OF DATA
Definition	Revision on the data cost implemented toward reducing the cost of data
Source of data	Quarterly reports on studies conducted on cost of data
Method of calculation or assessment	Qualitative
Assumptions	Cooperation from relevant stakeholders
Disaggregation of beneficiaries (where applicable)	Target for women: NA Target for youth: NA Target for people with disabilities: NA
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Desired performance	Reduction in the cost of data thus benefitting all citizens
Indicator responsibility	Deputy Director-General: ICT Information Society Development and Research

INDICATOR TITLE	PERCENTAGE (%) OF ORGANISATIONAL PERFORMANCE ACHIEVED
Definition	Consolidated performance monitoring and reporting for the portfolio which analysis the quarterly performance of the DCDT and all entities reporting to the DCDT
Source of data	Quarterly and Annual Organisation Performance Reports which includes the DCDT and all entities reporting to the DCDT
Method of calculation or assessment	Qualitative
Assumptions	Cooperation and compliance by the DCDT and from all the entities for timely submission of their reports
Disaggregation of beneficiaries (where applicable)	Target for women: NA Target for youth: NA Target for people with disabilities: NA
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Desired performance	Equal to, or higher than targeted performance
Indicator responsibility	Deputy Director-General: Administration

INDICATOR TITLE	IMPLEMENTED INTEGRATED DCDT DIGITAL TRANSFORMATION STRATEGY
Definition	Development and implementation of an integrated DCDT Digital Transformation Strategy aimed at automated business processes towards a paperless organisation.
Source of data	Quarterly and Annual progress reports
Method of calculation or assessment	Qualitative
Assumptions	The Integrated DCDT Digital Transformation Strategy will be adequately funded in order to be fully implemented
Disaggregation of beneficiaries (where applicable)	Target for women: NA Target for youth: NA Target for people with disabilities: NA
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Desired performance	Equal to, or higher than targeted performance
Indicator responsibility	Deputy Director-General: Administration

INDICATOR TITLE	PERCENTAGE (%) OF THE TRANSFORMATION OF THE SECTOR ON WOMEN AND YOUTH
Definition	Awarding of contracts and tenders to women and youth required by the Preferential Procurement Policy Framework Act (PPPFA), this will address lack of procurement of contracts to the identified groups
Source of data	Quarterly reports on procurement spending
Method of calculation or assessment	Qualitative
Assumptions	Cooperation from relevant stakeholders
Disaggregation of beneficiaries (where applicable)	Target for women: 40% Target for youth: 30% Target for people with disabilities: NA
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Desired performance	Equal to, or higher than targeted performance
Indicator responsibility	Deputy Director-General: Administration

The background features a central composition of vertical bars and network graphics. On the left and right sides, there are dark green vertical bars. In the center, there are three vertical bars of varying heights and shades of gray. Overlaid on these bars are two large, semi-transparent white rectangular boxes. The text 'ACRONYMS AND ABBREVIATIONS' is centered within these boxes. Additionally, there are network graphics consisting of small gray dots connected by thin lines, appearing on the left and right sides of the central composition.

# ACRONYMS AND ABBREVIATIONS

## A

ACFTA	Africa Continental Free Trade Area
AI	Artificial Intelligence
APP	Annual Performance Plan

## B

B-BBEE	Broad-Based Black Economic Empowerment
BBI	Broadband Infraco
BDM	Broadcasting Digital Migration
BFI	Budget Facility of Infrastructure
BRICS	Brazil, Russia, India, China and South Africa

## C

CSIR	Council for Scientific and Industrial Research
------	--

## D

DBSA	Development Bank of South Africa
DCDT	Department of Communications and Digital Technologies
DFI	
DG	Director-General
DIRCO	Department of International Relations and Corporates
DPME	Department of Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
DSBD	Department of Small Business Development
DTIC	Department of Trade, Industry and Competition

## E

ECA	Electronics Communications Act
EXCO	Executive Committee

## F

FOSAD	Forum for South African Directors-General
4IR	Fourth Industrial Revolution

## G

GBVF	Gender Based Violence and Femicide
GDP	Gross Domestic Product
GDYC	Gender, Disability, Youth and Children
GHS	General House Survey
GMS	Global System for Mobile Communications

## H

## I

ICASA	Independent Communications Authority of South Africa
ICT	Information and Communication Technologies
IDC	ICT Development Index
IoT	Internet of Things
ISP's	Internet Service Providers
IT	Information Technology
ITAC	International Trade Administration Commission
ITU	International Telecommunication Union

## J

## K

## L

## M

MP	Member of Parliament
MTSF	Medium Term Strategic Framework

## N

NDP	National Development Plan
NSP	National Strategic Plan
NEMISA	National Electronic Media Institute of South Africa
NEDLAC	National Economic Development and Labour Council
NRFP	National Radio Frequency Plan

## O

OCSLA	Office of the Chief State Law Advisor
OTT	Over the Top

## P

PC4IR	Presidential Commission on the 4th Industrial Revolution
POPIA	Protection of Personal Information Act
PMO	Project Management Office
PMS	Performance Management System

## Q

QoS	Quality of Services
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## R

RDCC	Rapid Deployment Coordination Centre
RSA	Republic of South Africa
RICA	Regulation of Interception of Communications and Provision of Communications Act

## S

SABC	South African Broadcasting Corporation
SAPO	South African Post Office
SEDA	Small Enterprise Development Agency
SEIAS	Socio-Economic Impact Assessment System
SITA	State Information Technology Agency
SLA	Service Legal Agreement
SMME's	Small Medium and Micro Enterprises
StatsSA	Statistics South Africa
SOC	State Owned Company's
SONA	State of National Address

## T

TID	Technical Indicator Description
TV	Television

## U

USSASA	Universal Service and Access Agency of South Africa
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## V

VPNs	Virtual Private Networks
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## W

WEF	World Economic Forum
WRC	World Radio Conference
WSP	Workplace Skills Plan

## X

## Y

## Z

.ZADNA	za Domain Name Authority
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**communications  
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