

2018/19 – 2020/21

Department of Communications

ANNUAL PERFORMANCE PLAN

Vibrant and sustainable communication services for an informed citizenry and a positive image of South Africa



the doc

Department:
Communications
REPUBLIC OF SOUTH AFRICA



Vibrant and sustainable communication services for an informed citizenry and a positive image of South Africa



TABLE OF CONTENTS

Foreword by the Minister	2
Foreword by the Deputy Minister	6
Overview by the Accounting Officer	8
PART A: STRATEGIC OVERVIEW	12
1. Vision	13
2. Mission	13
3. Value statement	13
4. Mandate	13
5. Planned policy and legislative initiatives	14
6. Relevant court rulings	15
6.1. Etv and others versus Minister of Communications and others	15
7. Updated situational analysis	15
7.1 Performance environment	15
Regulatory environment trend analysis for the broadcasting sector	15
The departmental role within the complex broadcasting sector	17
Summary of key areas of service delivery over the medium term	17
Broadcasting Digital Migration (BDM)	17
Audio-visual and digital content	20
Entity Oversight	22

7.2 Organisational environment	23
7.2.1 Personnel information	23
8. Overview of 2018/19 budget MTEF estimates	25
8.1 Expenditure analysis	26
9. Description of the strategic planning process	27
10. Alignment to the National Development Plan and Medium Term Strategic Framework	29
10.1 Outcome 14: Nation-Building and Social Cohesion	29
Strategic outcome-oriented goals	32
PART B: 11. DEPARTMENTAL PROGRAMMES STRATEGIC OBJECTIVES	34
11.1 Programme 1: Administration	35
11.2 Programme 2: Communications Policy, Research and Development	40
11.3 Programme 3: Industry and Capacity Development	43
11.4 Programme 4: Entity Oversight	48
PART C: LINKS TO OTHER PLANS	52
ANNEXURE A: TECHNICAL INDICATOR DESCRIPTION (TID)	56
ANNEXURE B: AMENDMENTS TO THE REVISED 2015/16 STRATEGIC PLAN:	76
Abbreviations and acronyms	79



FOREWORD BY THE MINISTER

I present the Annual Performance Plan (APP) of the Department of Communications (DoC) for the 2018/19 financial year to Parliament, for the Medium Term Expenditure Framework (MTEF). To reiterate our commitment to the National Development Plan (NDP) Vision 2030, we vow to continue participating actively and intensifying our efforts to contribute towards radical socio-economic transformation. This is the vehicle that will transform the landscape for the benefit of the poor, thus eliminating poverty, reducing inequality and unemployment.

This APP emanates from the 2015/16-2019/20 Strategic Plan, which is guided by key government priorities that are informed by the NDP, Nine-Point Plan and the New Growth Path (NGP), and contributes towards the strategic realisation of social cohesion.

The DoC has a critical role to play in creating an enabling environment for the provision of inclusive communication services to all South Africans in a manner that promotes socio-economic development and investment. This can be achieved through broadcasting, new media, print media and other new technologies, and branding the country locally, regionally and internationally. Our vision is to realise vibrant and sustainable communication services for an informed citizenry and positive image of South Africa. In realising this vision, we have committed ourselves to achieving the following deliverables over the MTEF period:

MEDIA TRANSFORMATION AND DIVERSITY CHARTER

The development of the media transformation and diversity charter is responding to government's call to identify and review

ownership patterns that remain largely untransformed. These are leading to situations where there are no alternative voices to be heard or read in the public domain and media environment, more especially of the poor and most disadvantaged.

AUDIO-VISUAL AND DIGITAL CONTENT ACT

The *Draft White Paper on the Audio-Visual and Digital Content Policy for South Africa* revises the Broadcasting Act, 1999 (Act 4 of 1999) to respond to the new challenges, the overall broadcasting paradigm that is changing, and constitutes a decisive step by government to reflect and respond to the changes brought about by convergence over broadband networks. Now is a good time to reflect on a policy and regulatory framework that will ensure a smooth transition into the complex digital converged media landscape, and continue



to promote our national broadcasting objectives and interests. The Draft White Paper needs to further deal with the impact and implication of the 4th Industrial revolution to the sector and position the policy in a manner to take advantage of the benefits.

The *Draft White Paper on the Audio-Visual and Digital Content Policy for South Africa* updates the broadcasting policy to, amongst other major things, create a fairer environment for traditional broadcasters, video-on-demand providers and video-sharing platforms; promote South African content; promotion of diversity of voices in the media, nation-

building and social cohesion; propose approaches and strategies to deal with the broadcasting spectrum over the next years; propose a new approach to protect children, minors, the vulnerable; and limitations on the availability and ability to tackle on/off line harmful material and hate speech better. This will create and promote the certainty of a fair legal and regulatory environment; and a fair and innovation-friendly audio-visual content market environment. The process will culminate into the development of the Audio-Visual and Digital Content Bill to be enacted into law.

THE MEDIA DEVELOPMENT AND DIVERSITY AMENDMENT ACT

It has been discovered that the legislative framework, the Media Development and Diversity Agency (MDDA) Act, 2002 (Act 14 of 2002), which governs and established the MDDA to support and promote media diversity and development, is no longer appropriate for the modern media environment as it was developed before the digital era and was only applying to traditional platforms, namely community broadcasting and small commercial media.

Therefore, the current mandate of the MDDA is incapable of promoting and funding media development and diversity; and in terms of its governance, the process and time which the Board is appointed and removed are of critical importance. The objects of the Bill are to amend the MDDA Act of 2002, so as insert and amend certain definitions; amend the procedure for the appointment of Board members; align the Act with Broad-Based Economic Empowerment and electronic communications legislations; to provide for further duties of the agency and to provide for matters connected therewith.

SOUTH AFRICAN AUDIO-VISUAL DIGITAL CONTENT INDUSTRY STRATEGY

The South African Audio-Visual and Digital Content Industry Strategy provides collaborative measures to increase content output, inclusion of rural communities and small, medium and micro enterprises (SMMEs) in the production cycle supporting the independent

production sector/producers, lowering of barriers of entry to the content development sector, e-literacy skills development, funding schemes, marketing and exportation of South African audio-visual digital content. These measures must build a sustainable audio-visual industry which must contribute to economic growth and cultural expression of the people of South Africa.

BROADCASTING DIGITAL MIGRATION (BDM) PROGRAMME

Since its establishment, the DoC has embarked on a focused BDM Programme. The primary focus of the programme is to ensure migration from analogue to digital broadcasting, including both subsidised and unsubsidised households, to ensure compliance with International Telecommunication Union (ITU) deadline. In ensuring that this is achieved, the department has an obligation on behalf of the government to ensure that, subsidised households receive the relevant technology to enable the migration to become a reality. The implementation of the BDM project remains a critical key deliverable for the department. This will allow for the spectrum of the 800 and 900 bands to be released, and further ensure that we use the project to give access to information to many South Africans.

OVERSIGHT OF STATE-OWNED COMPANIES (SOCs)

We have a duty to ensure that SOCs deliver upon their mandate, adhere to good governance practices and are

financially viable. In this financial year, we will not only play our oversight role but we will be ensuring that we develop tools such as MOI are in place. DoC is one of the departments that contribute towards achievement of Outcome 14. In the previous years there has been concerns on the performance and governance of our state owned companies. More attention to ensure stability of leadership in our SOC will be prioritized, together with the financial Sustainability it will be given more attention.

We believe that working towards an informed citizenry will play a crucial role in nation-building, particularly in cementing national identity and making South Africans to be proud citizens of this country. This APP lays a firm foundation that engender a sense of common purpose amongst South Africans and build a positive spirit of patriotism that would usher in the full realisation of all the objectives which we endeavour to achieve through the NDP.

We are committed to implementing the 2018/19 to 2020/21 APP. In its first and second year of operations, the DoC received clean audits for the 2015/16 and 2016/17 financial years. The department will ensure that there are internal controls and compliance with legislative prescripts during implementation of our strategic objectives and deliverables. We remain committed to the principle of transparency and accountability not only in the department and its SOCs but broadly in the communications sector.





I wish to extend words of gratitude to the Deputy Minister of Communications, Ms Pinky Kekana, for her support, and the Portfolio Committee on Communications and the Select Committee on Communications and Public Enterprises, for their oversight and guidance. My appreciation goes as well to the leadership both at Board and Executive level of all SOCs under the department for their cooperation and support. My sincere acknowledgement goes to all the broadcasting sector organisations and the broader creative industry for their cooperation; and last but not least, to Team DoC for their hard work and commitment under the leadership of the Acting Director-General, Mr Thabiso Thiti.

A handwritten signature in black ink, appearing to read 'NM', written over a horizontal line.

Ms Nomvula Mokonyane, MP

Minister of Communications

Date: 8 March 2018



FOREWORD BY THE DEPUTY MINISTER

The 2015/16 to 2019/20 Strategic Plan covers a five-year period, and sets out courageous and inspirational objectives of the DoC. It also provides direction of realising outcomes and activities in the MTSF, especially on Outcome 14: Nation-building and Social Cohesion. The ultimate target for Outcome 14 is a society where an opportunity is not determined by race or birth right, where citizens accept that they have both rights and responsibilities. Most critically, it seeks a united, prosperous, non-racial, non-sexist and democratic South Africa.

The NDP offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. The Nine-Point Plan therefore seeks to give meaning to the objectives and aspirations of the NDP. Therefore, in the current MTSF period, in aligning its programmes to the plan, the DoC will continue to implement outputs and key interventions towards achieving Outcome 14. Some of the outputs include forging a new overarching identity to influence citizens to be proudly South Africans.

The DoC will also drive a broadcasting system that preserves, informs and reflects the cultural heritage of all South Africans with a view to achieving 70% content that reflects the identity of all South Africans.

The communications sector is faced with numerous challenges: regulatory systems remain segmented; a sharp decline in advertising revenue; fragmenting audiences; the globalisation of content; demographic change and the impact of convergence, the emergence of new digital technologies or transmission methods; rising popularity of social media, and the continuing digital market changes have created inconsistencies or gaps in legislation.

These are largely written before the effects

of digital convergence and broadband environment, which require urgent reviews of legislation. Additionally, transformation of the media sector has been slow and tentative. Current trends in the communications market are well known. Models like convergence, globalisation, and concentration are familiar in the terminology of media policy makers. Data digitalisation techniques have allowed the same content to be carried over various networks and vice versa, resulting in the gradual fusion of the different media (newspapers, radio, television, telephone and internet services).

In order to 'survive' in the convergence jungle, media companies were told that they had no choice but to merge, seek allies among software and telecommunications companies and buy as many rights to content as they

could possibly afford, or even not afford (for, what is the price of survival?). The department's plan for the sector transformation are clearly articulated in our policies. It is our aim to direct and transform this sector so that our people no longer remain in the periphery, but have universal access to information. Through this APP, the department will ensure that this noble vision is accelerated, and calls for a review of our policies and regulatory frameworks to enable conducive environment for inclusive growth and job creation.

Media transformation and diversity will promote South African content, diversity of voices in the media, and nation-building and social cohesion. The aim of regulating in media transformation is to ensure that competition is managed, and monopoly ownership within the sector is limited, and the public has access to a wide range of diverse views and opinions on a variety of topics or issues. This is particularly important, given the normative role that the media play in ensuring effective communication among citizens, which is essential for participatory democracy.

As we present this APP 2018/19 for the DoC, we are aware of the successes and challenges currently facing a number of our modal sub-sectors, especially the creative industry. Content diversity is a critical indicator of media diversity. In this regard, the current situation in South Africa is far from satisfying as advertising remains the key source of funding for most of our community radio stations, television (TV) and print. There is still a reliance on government funding, donations and sponsorships.



The department is working tirelessly to exercise oversight and ensure good governance in its SOCs. Over the medium term, the department and its entities will develop and sign shareholder compacts and accountability instruments which set performance targets for each entity. The department also plans to continue analysing the entities' quarterly and annual reports, and coordinating monthly and quarterly accountability forums.

The DoC will endeavour to conduct research and develop branding policies that market the country positively, locally and internationally, with the aim of promoting socio-economic development and investment. During this MTEF, the department will ensure effective regulation of films, games and certain publications throughout the entire value chain (content creators, producers and distributors to protect children and inform the general public.

As we celebrate the centenary of Nelson Mandela we should draw strength and courage from his indelible words of wisdom "If there are dreams about a beautiful South Africa, there are also roads that lead to their goal". Our ability to create responsive policies is but one of the roads that lead to this great goal.

My sincere gratitude to the individual and collective contributions of the DoC employees, and the broader communications sector for their cooperation.

Ms Pinky Kekana, MP

Deputy Minister of Communications

Date: 8 March 2018



OVERVIEW BY THE ACCOUNTING OFFICER

The APP 2018/19-2020/21, which was prepared through consultation with management, is hereby submitted for tabling in Parliament. The APP complies with government's prescripts on planning as provided by National Treasury, the Department of Public Service and Administration (DPSA); and the Department of Planning, Monitoring and Evaluation (DPME).

In compiling this APP, the DoC was guided by government's commitments as set out in the NDP, the NGP Framework, the 14-Point Plan and the Medium Term Strategic Framework (MTSF) 2014-2019. In linking our initiatives with government plans, the department aims to ensure that it maximizes its efforts towards the achievements of the NDP vision. The following shows the priority alignment of the department in support of the NDP.

Audio-Visual and Digital Content Act

In the current MTEF, the DoC will improve universal access to broadcasting services and information by all citizens through the submission of the Audio-Visual and Digital Content Bill to Cabinet and Parliament for approval in the 2018/19 financial year.

The White Paper supports the development of competition and technology neutral policy approach intended to foster a diverse South African audio-visual and media content landscape. It also supports the whole audio-visual and media content value chain, from content creation and aggregation, over distribution to consumption by users; contributes

to achieving South African content policy objectives, and easy access to and prominence of content of public value, access to content and services free of charge or free-to-air. The three-tier broadcasting system remains vital for language and cultural diversity, and must continue to offer South African citizens access to a broad and diverse range of content. The policy will safeguard the protection of minors, provide access to the elderly and people with disabilities; support media literacy, in particular among children and young people.

The Media Diversity and Development Amendment Act

In the 2017/18 financial year the department will develop the Media Diversity and Development Amendment Bill with the specific focus on updating the current mandate of the MDDA to improve its capacity of transforming media development and diversity; align the Act with broad-based economic empowerment and electronic communications legislations; and also provide it with new duties relevant to the fourth industrial revolution and digital developments.

Broadcasting Digital Migration

The BDM programme, which is intended to migrate the country from analogue to digital signal, is underway. The DoC has made significant progress in making a difference to the lives of the people in rural areas. Progress has been made in the roll-out the BDM programme. During the 2016/17 financial year, over 1 089 898 set-top boxes (STBs) were produced by manufacturers and delivered to South African Post Office (SAPO) warehouses, and over 1 091 006 DTT antennae and satellite dishes were produced and delivered to SAPO for distribution and installations to qualifying poor TV-owning households.

In total, 402 928 registrations have been recorded across the country since the start of the registration process. Of the total registrations recorded, 181 294 installations have been carried out. The department will, in the current MTEF, coordinate 257 BDM awareness campaigns to educate and all South African citizens about the digital switch-over. Analogue signal transmissions will be switched-off in phases in 2018/19, focusing on the Free State, North West, Limpopo, Mpumalanga and Northern Cape.

Media Transformation and Diversity Charter

In the 2016/17 financial year, the DoC developed a Media Transformation and Diversity discussion document which covers different areas: South Africa's enabling laws; media transformation and diversity;



regulation; media status quo; broadcast media; media expansion into digital space; cross-media ownership; government-owned media; content diversity as well as advertising and diversity. Between 2015 and 2016, the project team consulted extensively with a wide range of stakeholders in the media sector to collect research for the discussion document.

The focus for the current MTEF is to develop, approve and implement the Media Transformation and Diversity Charter. Specific focus of the charter will be on ownership; management, control and employment equity (EE); skills development; preferential procurement and enterprise development and socio-economic development.

In a concentrated media environment, fewer media companies dominate the sector and assume near total control of the entire media environment through ownership of media content by a small number of companies. South Africa has one of the most concentrated media environments in the world.

This is clear from ownership patterns but across media platforms, where conglomerates have influence in the media space, and thus impact negatively on media diversity. The Media Transformation and Diversity discussion paper makes a few recommendations to address the identified challenges.

It recommends that the role of the government is critical in ensuring continued and consistent funding

for community and small commercial media that serve marginalised communities. At the same time, government should explore additional policies to promote media diversity other than through government advertising and support through established agencies, as this has proved to be inadequate.

South African local audio-visual and digital content industry implemented

The DoC is concerned with funding and support for South African content to be flighted on the upcoming digital channels. There is a need for South Africans and broadcasters to have reasonable access to relevant, high quality local and global content that reflects and explores all aspects of South Africa's life on TV and radio, and on other platforms used by broadcasters. The achievement of content that reflects our country and its diversity require cross-departmental's collaborations to ensure the right balance of investment in South African content and in its ability to compete globally.

The DoC will, in the current MTEF, review all provisions of the draft Content Development Strategy. TV is a medium with high operational costs. Broadcasters have always had challenges to avail regular content, therefore new multichannel Digital TV will present an opportunity for broadcast genres by channel. Through the development of this strategy local producers will be accorded an opportunity to produce content for the many channels. It will also ensure that broadcasters

accumulate content to avoid unnecessary repeat of programmes. The DoC will work closely with the sector to develop strategies to generate relevant content. There must also be a more objective and systematised framework for content classification and provide more information to children, mentors and society in general about the potentially harmful content that may be included in on/off-line content (TV/radio and on-demand services).

Entity Oversight

The department has adopted the Policy Framework and Procedure on Oversight and Governance of Public Entities and Statutory Institutions (Entity Oversight Policy). The purpose of the policy is to strengthen the oversight on SOCs. It will also assist in regulating the relationship between the Executive Authority and the entities, in particular outlining the principles, structures and the modus operandi of how the Minister exercises oversight over the entities and how the entities complies with governance prescripts.

The focus for this APP will be to strengthen the capacity of the department and that of its SOCs to effectively deliver on their public mandates. The department will also monitor the implementation on broadcasting, branding, regulatory institutions and community media policies and provides guidance and oversight of SOCs. An estimated R3.098 billion or 63% of the department's budget will be transferred to public entities for the implementation of communications and broadcasting

policies. Cabinet has approved the baseline budget allocation of R77 million over the medium term for the roll-out of the Digital Terrestrial TV (DTT) Project.

On behalf of my colleagues, I would like to express my appreciation to the Minister, Deputy Minister, Chairpersons of the Portfolio Committee on Communications, and the Select Committee on Communications and Public Enterprises for their guidance and support.

I also wish to extend my sincere gratitude to all DoC entities, stakeholders and roleplayers and organisations for their contribution in ensuring that the sector operates effectively, efficiently and economically. Lastly, I would like to thank my colleagues in the DoC, who continue to exhibit exceptional commitment and dedication to the Public Service.



Mr Thabiso Thiti

Acting Director-General (ADG)

Date: 8 March 2018

OFFICIAL SIGN-OFF

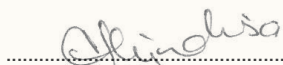
It is hereby certified that this APP was developed by the management of the DoC under the guidance of Minister Nomvula Mokonyane, MP. It was prepared in line with the revised 2015/16 to 2019/20 Strategic Plan of the DoC. It takes into account all the relevant policies, legislation and other mandates for which the DoC is responsible.

It accurately reflects the performance targets that the DoC will endeavour to achieve from 2018/19 to 2020/21.



Ms Makgopong Thindisa
Chief Financial Officer

Signature:



Ms Mathope Thusi
Chief Director: Corporate Services

Signature:



Mr Thabiso Thiti
ADG and Accounting Officer

Signature:



Date: 8 March 2018



Approved by:
Ms Nomvula Mokonyane, MP
Minister of Communications
Executive Authority

Signature:



Date: 8 March 2018



PART A:

STRATEGIC OVERVIEW

1. VISION

Vibrant and sustainable communication services for an informed citizenry and positive image of South Africa.

2. MISSION

Create an enabling environment for the provision of inclusive communication services to all South Africans in a manner that promotes socio-economic development and investment through broadcasting, new media, print media and other new technologies, and brand the country locally, regionally and internationally.

3. VALUE STATEMENT

- Certainty of the policy environment
- People centred.
- Quality standards of products and services
- Integrity
- Responsiveness
- Innovation.

4. MANDATE

The DoC is responsible for the national communications policy and strategy, information dissemination and publicity, and the branding of South Africa. Improved communication and marketing will promote an informed citizenry and assist the country in promoting investment, economic growth and job

creation. The department's mandate is derived from section 192 of the Constitution of the Republic of South Africa of 1996, which provides for the independence of broadcasting regulation in the public interest, the ITU and the World Intellectual Property Organisation (WIPO).

The department is responsible for the administration and implementation of the following legislation:

- Films and Publications Act, 1996 (Act 65 of 1996).
- Broadcasting Act, 1999 (Act 4 of 1999).
- MDDA Act of 2002.
- Independent Communications Authority of South Africa (ICASA) Act, 2000 (Act 13 of 2000), a joint responsibility with the Minister of Telecommunications and Postal Services.
- Electronic Communications and Transactions Act, 2002, (Act 25 of 2002), a joint responsibility with the Minister of Telecommunications and Postal Services.
- Electronic Communications Act (ECA), 2005 (Act 36 of 2005), a joint responsibility with the Minister of Telecommunications and Postal Services.





5. PLANNED POLICY AND LEGISLATIVE INITIATIVES

The DoC will in the medium term focus on preparing amendments to the following legislation:

Name of Act	Purpose
Broadcasting Amendment Bill	The objective of the amendments is to address the governance matters in relation to the size of the board, appointment procedure for the non-executive board of directors as well the removal and resignation of non-executive members of the SABC board.
ICASA Amendment Bill	The objective is to amend the appointment procedures as to ensure operational efficiency and performance.
MDDA Amendment Bill	The objective of the amendment is to align the Act to the name of the Minister of Communications and the department, and review the entity's 10-year-old mandate in the digital environment.
Film and Publication Board (FPB) Amendment Bill	The objective of the amendment is to align the Act and strengthen the capacity of the FPB to perform its functions.

In the medium term the DoC anticipates to develop and review policies in a number of important areas, including: Future Policy Development.

Policy name	Purpose
<i>White Paper on the Audio-Visual and Digital Content Policy for South Africa</i>	To review the <i>1998 White Paper on Broadcasting</i> and related policies.
Media Transformation Policy	To address collectively the challenges in respect of transformation and diversity in print and digital media and seek solutions for immediate implementation.

6. RELEVANT COURT RULINGS

6.1. ETV AND OTHERS VERSUS MINISTER OF COMMUNICATIONS AND OTHERS

eTV instituted action in the North Gauteng High Court against the Minister, challenging a decision by the Minister to enact certain amendments to the BDM Policy for South Africa on the basis that the Minister's action was irrational and unlawful. The Minister amended the aforesaid policy by stating that subsidised STBs will not have "capabilities to encrypt broadcast signals". The North Gauteng High Court granted judgment in favour of the Minister. However, eTV appealed the High Court's judgment to the Supreme Court of Appeal (SCA). The SCA ruled in favour of ETV and overturned the decision of the High Court. The Minister and others applicants appealed to the Constitutional Court. The Constitutional Court heard the matter on 21 February 2017 and judgment was delivered on 8 June 2017. The Constitutional Court overturned the decision of the SCA and ruled in favour of the Minister and other applicants. The Constitutional Court held that amongst others, the Minister followed the processes (e.g. consultation) on the BDM Policy.

UPDATED SITUATIONAL ANALYSIS

7.1 PERFORMANCE ENVIRONMENT

Nation-building and social cohesion will continue to remain a key priority as stipulated in the NDP. The department remains committed to the principle of a responsive and accountable communications sector.

The Ministry of Communications, in line with the presidential proclamation of May 2014, will continue leading the development of the policy and legislative frameworks for the communications, media and audio-visual content across all platforms. The policy and regulatory decisions will be important in shaping and determining the future of the South African communications, media and content market landscape towards 2030.

South Africa would benefit greatly from a digital media ecosystem that provides developmental content which is necessary to sustain its constitutional democracy. This requires or calls for a provision of a legal, policy and regulatory environment that guarantees the freedom and independence of the media, access to the media and safeguarding diversity of opinions. There is also a need to protect children and the young against risks associated with the unintended consequences caused by the digital broadband Internet economy.

The most important policy factor to be recognised is that the changing South African broadcasting and media national system continues to be made up of a mixed three-tier system of public, community and commercial services. This three-tier system, even though it is facing huge challenges, need to be maintained, safeguarded and enshrined in the upcoming legislative framework.

In 2017, what has not changed is the digitisation and convergence that require new media policy responses and interdisciplinary/sectoral actions/perspectives. This means that it becomes more difficult to separate broadcasting and print content issues; and the very same underlying regulatory sector-specific and economic regulation needs to be more closely coordinated, especially as it relates to premium content and network neutrality.

The DoC is executing its mandate of developing appropriate policies that will help to improve government communication and drive the communications sector in the right direction. The 2018/19 to 2020/21 APP continues to pay a special responsiveness to providing leadership to the communications and broadcasting sector. The DoC is continuing to contribute towards the realisation of Outcome 14: Nation-Building and Social Cohesion. This is being realised through the combined efforts of the department's SOC's.

The pride of South Africans and also in the national identity has improved through our public broadcaster and Brand SA in positively branding the country so that South Africans continue not only to be proud but also generate trust of the international investor community. We are a government of the people and remain committed to communicating with communities about developments in their areas.

REGULATORY ENVIRONMENT TREND ANALYSIS FOR THE BROADCASTING SECTOR

While we have seen a rapid expansion of on-demand viewing in recent years, this has largely been driven by increasing uptake of hardware, whether connected TV sets and STBs or mobile connected devices. Viewing patterns are likely to continue to differ between age groups – with younger viewers more likely to favour on-demand services. Nevertheless, developments in on-demand, Internet delivered services are likely to continue for two reasons:

- Firstly, ad-supported services prefer catch-up viewing to take place on their online player than via DVRs, where adverts can be skipped.
- Secondly, as the traditional channel businesses continue to compete with pure over-the-top (OTT) services, they will continue to innovate – in the UK, for example, the BBC has acknowledged that

it must 'reinvent public service broadcasting' to take on the likes of Netflix and Amazon. Although the specifics of this strategy are not yet known, it is likely to involve a move towards 'binge-first' viewing, whereby consumers can purchase content ahead of broadcast, should they wish.

Platform owners could also contribute to further changes in viewing habits. For example satellite TV provider, Sky, recently announced that it will make its full TV service available via online distribution from 2018. Innovations such as this will help support yet more investment in content, further increasing the quality of what is on offer.

As OTT services become a more established source of content discovery, service fragmentation will be more of a problem for viewers – the role of platforms in aggregating OTT services and creating a seamless viewing experience, alongside linear broadcast TV will be important. Other technological innovations are unlikely to lead to any further significant developments in how people view audio-visual content.

In TV, 4K picture quality is perhaps the most significant technological change of recent years, but for more viewers, the difference between HD and 4K is not substantial enough to accelerate the replacement of their viewing equipment. The same could be said for 3D TV and VR as far as their impact on traditional TV and cinema viewing; these technologies provide new opportunities for film and TV content markets, but they are likely to be more widely used in specialist cinemas than adopted for home use.

To compensate for their audience losses, SABC-like companies are now increasing their OTT offers via new channels and collaboration with international players. There is also a continued rise in consolidations, due to mergers and acquisitions, which indicates that the

competition authorities are also continuing to be highly relevant to our work. There is also a major regulatory policy need to introduce better controls and guidelines on online pornography and protecting children from harmful content and bullying. There must also be a more objective and systematised framework for content classification and provide more information to children, mentors and society in general about the potentially harmful content that may be included in on/off-line content (TV/radio and on-demand services), promote, facilitate, strengthen and develop the broadcasting industry in the country with a view to empowering the people and complete switch-over to digital mode of transmission in the terrestrial sector in South Africa.

Making available High Definition TV (HDTV) telecast facilities to the viewers in terrestrial modes. Expansion of community radio/satellite radio services and FM Radio services to cover the entire population of South Africa.

The DoC and its entities will ensure that, where digital broadcasting infrastructure remains unavailable, a good quality digital broadcasting services are nonetheless made available.

South African media and broadcasters are now competing with global players with extensive financial resources and wide audiences; and which are capturing a rising share of the advertising market. Revenues generated by TV advertising are under pressure from digital; where the surge in Internet advertising is huge. There is also a deterioration in audience shares for SABC in favour of new channels.

The "display" advertising market (advertising banners on websites) and "search" (revenues stemming from Internet searches resulting in sponsored links) are generating the most advertising revenue. Research

shows that Google and Facebook account for 20% of global advertising spend (and this continues to grow) and other social networks or content-sharing platforms such as SnapChat, Twitter, Instagram, Dailymotion; e-commerce websites (Amazon etc.), are also aiming to expand their online revenues.

According to research, recent events have illustrated four key trends in the audio-visual sector:

1. New (digital) market players have become significant investors in premium and exclusive content. Netflix plans to invest USD6 billion in content in 2017 (an increase from USD5 billion in 2016). This is comparable to the UK's total annual spend on network TV programmes (GBP6.5 billion in 2015) and five times more than the total annual investment in scripted content by all French TV channels (EUR1.2 billion in scripted audio-visual and cinema content in 2015, excluding sports, news and other non-scripted content).
2. Rights holders are beginning to offer live streaming of premium sports. Rights holders are starting to broadcast some significant and valuable content live on OTT platforms in addition to traditional linear TV. For example, La Liga and Mediapro in Spain announced an agreement with Facebook in February 2017 to use the social media platform to broadcast the Copa del Rey in countries where they have not sold the rights to a TV operator. Facebook broadcast the semi-finals of the tournament in over 40 markets, including Brazil, Italy, Russia, Thailand and the UK.
3. Consumption of digital media is becoming significant, if still lower than that of traditional TV. Google recently announced that 1 billion hours of video are viewed on its YouTube platform

every day – a significant milestone. This means that users spend an average of one hour per day watching content on YouTube. This is still significantly less than the four hours per day that European people spend watching traditional TV. Consumption of online content varies significantly among different age groups (young people are much heavier consumers of online content than older segments). However, consumption of digital media is becoming significant and this has already affected advertisers' spending across various media types.

4. Advertisers are placing increasing importance on digital media in their budgets. Digital advertising overtook TV advertising in France in 2016 in terms of market share (29.6% of the advertising market compared to 28.1%). Digital advertising will also overtake TV advertising in the USA in 2017.

THE DEPARTMENTAL ROLE WITHIN THE COMPLEX BROADCASTING SECTOR

The DoC and its entities have to adapt to social, economic and technological trends in order to operate within a complex and interconnected environment that provides both opportunities and challenges. This environment is influenced by external and internal factors.

The increasing reality of networks and services that are servicing the move into the Fourth Industrial Revolution infrastructure and economy. This requires the department and its entities to have the responsibility to respond and adapt to this new dynamic reality.

While markets are rapidly merging into one broad communications market, our regulatory systems remain segmented, reflecting the historic split between

traditional services. The continual changes – ongoing economic challenges; a sharp decline in advertising revenue; fast-breaking technological change; fragmenting audiences; the globalisation of content; demographic change and the impact of convergence; the emergence of new digital technologies or transmission methods; rising popularity of social media, and the continuing digital market changes – have created inconsistencies or gaps in legislation, largely written before the effects of digital convergence and broadband environment, which require urgent reviews of legislation, regulation and business models to deliver the outcomes intended in a digital convergence and broadband environment.

The department is alarmed about the funding and support for South African content to be flighted on the upcoming digital channels and the SABC, and the community media have an important role to play in this regard. There is a need for South Africans and broadcasters to have reasonable access to relevant, cost-effective and high quality local and global content that reflects and explores all aspects of South Africa's life available on TV, radio and other platforms used by broadcasters. The department needs to see how it is going to support South African content, especially drama/films/documentaries – and other programmes of national interest/nation-building/social cohesion – that reflect our country and its diversity. The above is shared work and also requires cross-departmental/Ministry's work related to ensuring the right balance of investment in South African content and in its ability to compete globally.

The entities should also work together where there are cross-cutting issues. For example, requirements for the single classification of content stipulated in the Broadcasting Act of 1999 and the Films and Publications Act of 1996 do not explicitly apply to

Internet-based video-on-demand services. As such, providers of ostensibly similar content or services over different platforms face uncertainty about their regulatory obligations. All our responses should also be linked to the Constitution of the Republic of South Africa of 1996, the NDP and other government frameworks (The government's 14-Point Action Plan).

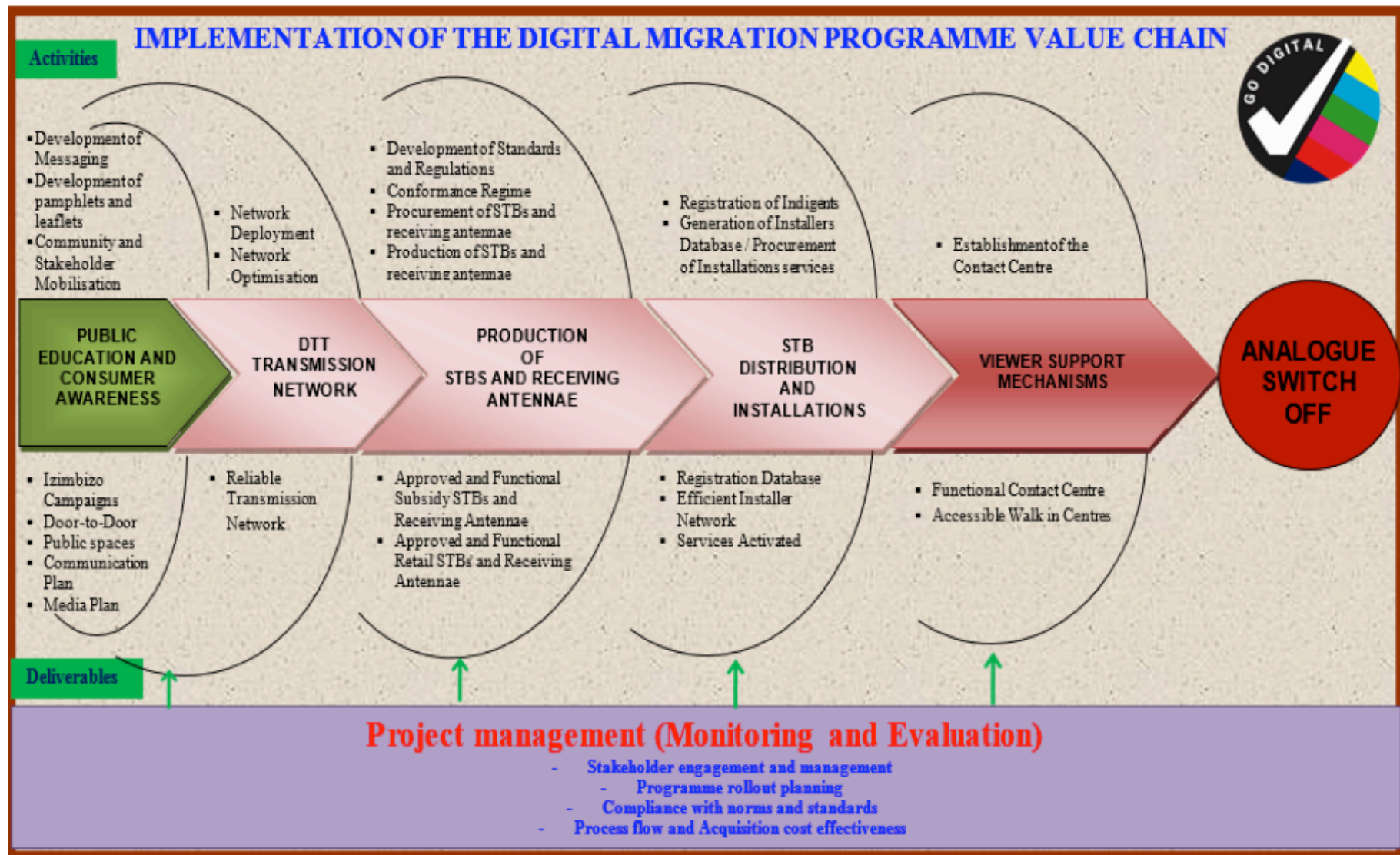
SUMMARY OF KEY AREAS OF SERVICE DELIVERY OVER THE MEDIUM TERM

Over the MTSF 2014-2019, the DoC has identified key areas of service delivery to respond to the sustained and changed agenda of Government. These include:

BROADCASTING DIGITAL MIGRATION

- The current focus of the programme is to migrate all citizens to the digital broadcast platforms so as to pave the way for the switch-off and decommissioning of the analogue transmission infrastructure. For this to be successful, the following are critical: Raise education and awareness to all South African citizens targeting the all TV-owning households. This objective will be measured by the number of poor households registered to receive government-subsidised IDTV and households taking up DTT services for subsidised and non-subsidised market.
- Distribute and install migration devices to qualifying households for government subsidy and those who are unsubsidised and on retail market. This objective will be measured by a number of households that have migrated to digital platforms.
- Switch-off analogue transmission services. This objective will be measured by number of households that have migrated to digital platforms in target areas. This relates to an 85% of all households per analogue transmitter service area.

The main reason for the migration is to release valuable spectrum that can be used for other services. Spectrum is a scarce resource that should be used efficiently for telecommunications and broadcasting services. The BDM programme remains a flagship project of the DoC. Significant progress has been made in the implementation of the programme, Sentech has since made available and optimised digital network across the country. A critical milestone to switch off the analogue transmitters began in October 2016, of which 18 saw analogue transmitters being switched off in the core towns of the Square Kilometre Array (SKA). This is a reflection of the commitment by government to ensure that migration from analogue to digital platforms is realised in the country in a shortest time in order to release the much-awaited spectrum for broadband and other related services.



Registrations statistics for qualifying households improved from 52 000 in December 2016 to 136 364 by the end of March 2017. Distribution and installations are also underway. Towns and villages along the borderline provinces with the neighbouring countries of Namibia, Botswana, Zimbabwe, Mozambique, Swaziland and Lesotho, will be prioritised (Northern Cape, Eastern Cape, Free State, KwaZulu-Natal, Mpumalanga, Limpopo and North West). The DoC anticipates to have more qualifying poor households registered and connected by the end of the 2017/18 financial year. We call all the stakeholders and communities to join hands with government and assist in the roll-out of the programme.

The collaboration with the Department of Public Works (DPW) through the Expanded Public Works Programme (EPWP) is aimed at training at least 10 new installers per local municipality across all provinces. A total of 2 780 learners will be trained throughout the country. The DPW has appointed a service provider to train learners in the Lejweleputswa District Municipality in the Free State. This will be the first pilot site in the training collaboration to be trained before the end of 2018.

Learners graduating from this programme will be integrated into the current installer capacity and allocated installations as part of the on-the-job training requirement of the accredited programme. The installations will be performed on-site in the household under the direct supervision of the experienced training service provider. In accordance with the training accreditation requirements, at least one-third of the installations will be done under the supervision of the training service provider. This is a requirement to qualify for the learner accreditation.

To this end, the SAPO will supply STB kits to be installed under the supervised arrangement of the municipalities

where training will be conducted. The learners will be paid a stipend according to EPWP prescripts during this supervised installation period. No payments will be done by Universal Services and Access Agency of South Africa (USAASA) and SAPO for the supervised on-the-job installations. On successful qualification, the new graduates will also be incorporated into the pool of qualified local installers that is being collated by the local municipality and administered through the SAPO installer allocation process.

It is anticipated that the combination of qualified existing installers and the newly trained DPW graduates will also serve as part of the post-installation support for the communities in which they reside. The learners will also be equipped with a new skill that will enable them to do private installation work for existing satellite pay-tv platforms (DStv, OVHD, StarSat).

This will assist with long-term sustainability for those graduates with an entrepreneurial spirit. The DPW is providing funding for the training and on-the-job stipends. The DPW has offered to train 2 780 learners as part of the Memorandum of Understanding (MoU). There is currently a funding gap for minimum toolkits for the graduates. A basic toolkit is estimated at R2 000 per learner. Therefore, an additional R5.6 million is required for the 2 780 learners nationwide.

The Digital Migration project is currently experiencing various implementation challenges due to various factors, mainly financial and STB availability. Government has embarked on a focused STB roll-out programme, in particular to the targeted five million households covered by the government subsidy. This initiative seeks to satisfy the requirement to switch off all analogue transmissions. However, four million households outside the subsidy bracket do not have access to the terrestrial DTT STBs, as they are not yet available in the retail market. Other digital STBs that

satisfy the basic migration requirement are available from local retail outlets. These devices operate in the commercial satellite TV systems, both free-to-air and subscription based. Although it is acknowledged that this is not the most ideal scenario to address the unsubsidised households, it can however make a valuable contribution to the migration end goal.

Of the estimated at 13,5 million TV-owning households, 4,8 million of them are estimated to be on pay platforms (DStv and OVHD). Five million households will receive government-subsidised STBs and 3,7 million estimated to be serviced by retail market. All of the stated statistics should be coordinated for the department to reach the 85% threshold.

Technology has changed since the approval of the BDM policy and the subsidy scheme, and the DoC is exploring various migration options of connectivity of the subsidised and non-subsidised markets by prioritising IDTVs and commercial Direct-to-Home decoders to accelerate the migration process. In the 2018/19 financial year, the roll-out will prioritise the migration of households in the remaining provinces bordering with neighbouring states (Northern Cape, Limpopo, Mpumalanga, Eastern Cape and KwaZulu-Natal). This will ensure that potential spectrum interference is fully mitigated. The department will also prioritise the in-land provinces (Gauteng and Western Cape), as they are high economic zones to facilitate the release the spectrum.

The following are some of the initiatives that the department will embark on to speed up the roll-out approach:

- » Door-to-door registration followed by installation.
- » Align registration and installation programmes.
- » Collaboration with the municipalities across the country.

- » Partnership with Industry to compliment SAPO distribution processes.
- » Collaboration with mobile operators and commercial broadcasters to expedite the STB roll-out.
- » Engage the TV manufacturers to produce low-cost IDTVs.
- » Engage and encourage DStv and OVHD to market their digital satellite STBs and link with government's migration project.

AUDIO-VISUAL AND DIGITAL CONTENT ACT

The audio-visual sector has undergone vertical and horizontal consolidation during these transformations, and more is expected. Government announced that there was broad consensus on the need for a new legislative and regulatory review as the broadcasting policy was outdated and not relevant to the emerging digitally converged communications landscape.

The rapid technological developments, migration from the analogue world to more complex digital forms of delivery requires new appropriate legal and regulatory responses. During the 2016/17 financial year, the department commenced with the process of developing the Audio-Visual and Digital Content Act. The process of achieving the Act will follow the development of the Green Paper, White Paper and the Bill, and after various consultations the Act will be submitted to Parliament.

The draft White Paper acknowledges and also underlines the central and important role that the SABC will play in order to achieve the goals of the NDP 2030. The NDP's focus in this area is to facilitate healing and restore national pride, broaden social cohesion, nation-building, dialogue and unity while redressing the inequities of the past through the universal

availability of its content. It also ensures contribution to SMME development and job creation through the development and support of the creative industries. In order for the public broadcaster to be freely available in all homes without the barriers of encryption or subscription, the draft White Paper pushes for the retention of the must carry must be available/found policy in the digital environment.

Furthermore, the draft White Paper takes into account that the South African Broadcasting Corporation (SABC) must be easy to find, appropriately and prominently scheduled and accessible to the public in the environment of multi-channel environment. The regulator must introduce regulations to govern electronic programming guide slots to keep the public service channels at the top of the listings.

The digital terrestrial broadcasting platform remains the most accessible platform by South Africans. The draft White Paper advocates for the continued existence of the three-tier broadcasting system to ensure that it fulfils the language and cultural diversity objectives by supporting the principle of universal access for citizens.

In line with the NDP principles and recommendations, the Draft White Paper addresses issues related to radio frequency spectrum management from a service and technological neutrality perspective with respect to executing audio-visual media policies and appropriate ways to promote efficient usage of spectrum for broadcasting. In order to create a legal and regulatory certainty, the draft White Paper also deals with the strengthening of the mandate of the regulator.

The broadcasting sector in general has been facing a very challenging funding environment over the last few years with a huge decline in commercial advertising

revenues. The draft White Paper presents solutions to enable the public broadcaster to discharge its public broadcasting mandate. In addressing the role, financial stability and future of the public broadcaster, the draft White Paper calls for the funding model that will ensure that the public broadcaster meets its public service obligations. This will determine whether the public broadcaster will continue to fund content of national interest. A strong and a long term financially stable public broadcaster is key and central to the NDP goals of social cohesion and nation-building. The department will work closely with the public broadcaster to introduce a range of new arrangements and measures to improve the efficiency on the collection of the TV-licence fee due to the current high licence fee evasion rates and collection costs.

There seems to be an agreement to extend the new legislative and regulatory rules to on-demand content provision and to online content (e.g. audio-visual user-generated content or audio-visual content within social media), including non-audio-visual content (e.g. still images). For example, YouTube or Facebook increasingly provide streaming services and existing providers view them as direct competitors. All those services or channels broadcasting into South Africa, will continue registering with the FPB until this policy is finalised.

The draft White Paper calls for changes to existing structures and legislation relating to online content and the protection of children against harmful content. While the primary responsibility with respect to online behaviour rests with the Department of Justice and Constitutional Development, the emerging series of issues around online and converged content require ongoing interdepartmental attention and sector stakeholder's collaborations.

THE MEDIA DIVERSITY AND DEVELOPMENT AMENDMENT ACT

The current Media Diversity and Development Amendment Act has some serious and significant shortcomings as it is no longer appropriate to deal effectively and efficiently with changes underway in the contemporary digital media industry. Without reform, the government will not be able to devise mechanisms to address the need to increase staff capacity in order to ensure the compliance with policy and legislative compliance, funding to selected economically struggling media and governance challenges facing the MDDA.

The MDDA Amendment Bill will improve the sustainability of the community and small commercial media sector in South Africa given the financial pressures being brought to bear on the community media licenses as a result of audience fragmentation and increasing competition for readers, viewers and audience.

This Bill will also address the issues related to the review, realignment and rationalisation of state institutions to ensure that they create an enabling environment for the development and support of community media in pursuit of the objective of media diversity.

The Bill will provide the MDDA with new duties relevant to the fourth industrial revolution and digital developments, and ensure that the MDDA discharges its mandate adequately, and reinvent and reconfigure itself to ensure effective compliance from the sector it supports. The amendment will also strengthen the various roles the MDDA should play to ensure, guarantee and promote diversity in the media, focusing in particular on the online and offline media sector.

This will include the measurements and criteria to be used in defining and assessing diversity; measures to ensure greater predictability when it comes to community media support; requiring annual empirical reports and studies of developments within the media with the objective of contributing to evidenced-based decisions; and also determining the role of the MDDA in relation to digital media literacy initiatives.

SOUTH AFRICAN LOCAL AUDIO-VISUAL AND DIGITAL CONTENT INDUSTRY STRATEGY

Government acknowledges that due to the multi-channel environment brought about by the implementation of digital migration, there is a need to support growth and development of the local content industry. Government further notes that whilst in the recent past significant progress in the increase of local content has been recorded, there is an urgent need to implement a coherent strategy for localising content as an economic and cultural industry. It therefore becomes clear that South Africa cannot move into the new digital broadcasting environment while being wholly dependent on foreign-produced and sourced content.

The collaborative efforts of government and its institutions also recognise that the existing support mechanisms for the production of music, TV and multimedia content have not been sufficient to encourage the requisite explosion of South African content necessary to ensure that content is easily accessible across the ever-expanding platforms. There is a need to review policies to facilitate this, including funding mechanisms for a range of content (music and audio-visual) for different platforms.

Government wants to develop the South African Local Audio-Visual Content Development Strategy

to support independent producers, SMMEs, etc and allow for entry by new innovative content providers. Furthermore, this is also intended to prepare South Africa to be able to create and/or take up regional, continental and global opportunities arising from the introduction of new digital platforms.

The primary objective of the strategy is to position the country as a regional Content Hub through targeted investment that will encourage public and private partnerships investment in audiovisual content development capital projects and, creation of a highly competitive and export-based content industry; increase the South African production quotas to align them with a converged and multichannel environment; and promote the education and digital skills initiatives by providing training and skilling to SMMEs to enter the audio-visual content trade.

This strategy will also address the policy challenges related to the impact of emerging multidirectional and broadband based audio visual content value chain on traditional content value chain; concentration of audio-visual production activities in the country's economic hubs of Gauteng and Western Cape; insufficient audio-visual SMME and entrepreneurship development, and script development programmes and initiatives; lack of equitable and universal access to content-production infrastructure, private equity and venture capital investment in the sector; and lack of awareness of intellectual property rights in terms of commissioning of programmes.

THE MEDIA TRANSFORMATION AND DIVERSITY CHARTER

All citizens have a right to know and the media should be accountable to the new democratic South Africa in this regard. Historically disadvantaged individuals,

particularly women, people with disabilities and those living in rural areas, were excluded from the media. Therefore, content diversity and plurality of views should be encouraged. Communication should not be top-down but a two-way process, open to alternative views and opinions. The media sector still plays a significant role in facilitating democratic discourse. Ownership, management and control of the media should reflect the demographics of South African society as a whole. Government has already expressed concerns about lack of diversity in the media environment.

A number of constitutional guarantees were introduced that transformed this landscape from one that was severely restricted and state controlled to one in which freedom of expression and by extension freedom of the press and other media were guaranteed. Government recognised that the cornerstone of a democratic society was a robust media that could operate independently, free of oppression, harassment and persecution. There was general recognition that media must be free from state and corporate control, and that this would require structural, legislative, infrastructural and policy changes.

The Declaration of Principles on Freedom of Expression in Africa emphasises that authorities should promote diversity, through ensuring that a range of different information and ideas reaches the public. It also indicates that marginalised groups, including women, children and linguistic groupings should have access to the media. There should also be measures in place to avoid undue concentration of media ownership, although these should not be stringent.

The right to information is guaranteed in law and everyone can access information by public bodies, subject only to clearly defined rules that have been

established by the law. A diverse, independent private and community broadcasting sector should be available and state monopoly of broadcasting is discouraged.

An independent regulatory authority shall be responsible for monitoring this and ensuring that licensing processes are fair and transparent, and reflect a balance. Such protocols and charters not only provide a principled framework within which the media can operate, but also a set of criteria to determine whether transformation of the media is indeed on track. The 2016/17 Print Media Transformation, Accountability and Diversity Colloquium focused on the entire value chain in the print media space, from ownership through to printing, distribution, research and advertising. External stakeholder consultations on possible community media support mechanisms were conducted through the media transformation colloquium and specific recommendations were made through the commission dedicated to the community media support.

The outcomes of the colloquium informed a concept paper related to the transformation and reform of traditional and new media in South Africa. The focus for the current MTEF is to develop, approve and implement the Media Transformation and Diversity Charter. Specific focus of the charter will be on ownership; management, control and EE; skills development; preferential procurement and enterprise development, and socio-economic development.

The Community Broadcasting Support Strategy was developed and widely consulted with industry stakeholders. The strategy was finalised during the 2017/18 financial year and the department will monitor its implementation by the SOCs. The strategy captures the issues, problems and future challenges identified

by stakeholders and determines the activities to be supported for community broadcasting.

As part of implementing the Community Broadcasting Support Strategy, five community radio stations were provided with broadcasting infrastructure, namely Mohodi FM and Vhembe FM in Limpopo, Mogale FM in Gauteng, Ermelo FM in Mpumalanga and Elgin FM in the Western Cape. The community radio stations that were supported resulted in the creation of 47 permanent jobs and 99 temporary job opportunities.

ENTITY OVERSIGHT

The DoC approved the Policy on the Governance of State-Owned Institutions. The department will provide support to the Ministry in exercising oversight on public entities. The oversight is aimed at ensuring that public entities:

- deliver on their mandates;
- remain financial viable; and
- comply with all applicable legislation.

The entities are grouped into three categories, namely:

- Broadcasting and Community Media: (SABC and MDDA);
- Communications and Branding: (GCIS and Brand SA); and
- Regulatory Institutions: (FBP and ICASA).

The focus for the current MTEF is to ensure that entities adhere founding legislations, the PFMA of 1999 and all other applicable legislation, the signing of the governance instruments aimed at improving corporate governance and implement standardised guidelines for strategic planning and performance reporting across all the entities.

7.2 ORGANISATIONAL ENVIRONMENT

7.2.1 Personnel information

Whilst striving for excellence and universal access to information services, the DoC and broader communications sector are crucial role players in the achievement of the NDP. Over the MTSF, the DoC has identified key areas of service delivery to respond to the sustained and changed agenda of government. Following a sustained period of performance that saw major strides being made by the communications sector, the DoC aims to intensify its strategic interventions to address some of the major challenges facing the sector.

The internal challenge of alignment and optimal use of resources (human, financial, facilities and equipment) remains a prickly issue that the department continues to deal with. The DoC is responsible for overarching communications policy and strategy, information dissemination and publicity as well as branding the country abroad. Improved communications will promote an informed citizenry and will also assist the country to promote investments, economic growth and job creation.

The approved organisational structure of the department comprises the following programmes:

- Programme 1: Administration – This programme comprises the Ministry, Office of the Director-General (ODG), Chief Director Corporate Services and Chief Financial Officer (CFO).
- Programme 2: Communications Policy, Research and Development
- Programme 3: Industry and Capacity Development
- Programme 4: Entity Oversight.

The DoC is also responsible for the following five public entities: Brand SA, FPB, ICASA, MDDA and SABC. The department remains focused on addressing the human resources capacity challenges through the prioritisation and filling of critical positions; and also ensuring that its oversight role on sector public entities is strengthened and stabilised.

Most of the positions on the departmental approved organisational structure are not funded. The total number of funded posts is 81 and 74 of these posts are filled and seven are vacant, and this translates to a vacancy rate of 8.6%. In terms of EE, females at Senior Management Service (SMS) level account for 10 (53%); and males nine (47%). People with disabilities constitute 1% of the entire staff complement.

The development of the 2018/19 and outer years plans come in the midst of a distressed fiscus, largely due to an under-performing economy. This has resulted in the DoC not being allocated a baseline budget necessary for the implementation of its plans, hence had to rely on the GCIS to provide shared services – that include Internal Audit, Information Technology, Facilities and Security Management and Wellness services. The GCIS has been providing the services to DoC, despite its capacity constraints and increasing demand for its services.

The DoC is not able to fully implement its mandate as some of the units on the organisational structure are partially capacitated and others are completely not capacitated. The department is not able to meet some of the legislated commitments such as the Skills Development Act, 1998 (Act 97 of 1998), which requires that 1% of the personnel budget be allocated for employee training and development, including the implementation of the internship programme. Since its inception in April 2015, the department has not allocated bursaries to its employees. The fact that the DoC staff is accommodated in the GCIS building still

has an effect on the staff morale of both the DoC and GCIS. Despite this, both the GCIS and DoC have by and large ensured that there is better accountability over the allocated limited resources, hence both departments managed to obtain clean audits in the last two years.

These increasing demands which are not matched to the requisite resources could result in the quality of services being adversely affected, as well as resulting in regression from clean audits achieved by both departments. It will be crucial that vacant positions be filled to avoid resultant material under-achievement due to capacity constraints.

It is still the belief of the DoC that these internal programmes not only set the agenda for the DoC but for a collective, integrated and harmonised approach to addressing sector challenges. Key players in this collective include the DoC, communications entities and key private sector stakeholders. A convergence of all these stakeholders will assist in fast-tracking the responsiveness of the sector to the realities on the ground. In the 2017/18 financial year, the department provided training to officials and monitoring reports were submitted to the Public Service Sector Education and Training Authority (PSETA) and will continue in the 2018/19 financial year.

The department participated in the wellness programmes (including the Big Walk and National Recreation Day). In addition, the department hosted a Ladies' Day High Tea event to commemorate Women's Month as well as a Heritage Day celebration during Heritage Month.

We are committed to implementing the 2018/19 to 2020/21 APP to ensure that there are internal controls and adequate compliance to the legislative prescripts during implementation of the strategic objectives and deliverables.

DEPARTMENT OF COMMUNICATIONS MACRO ORGANISATIONAL STRUCTURE



Policy	Strategy	Implementation	Support Services	
BRANCH Communications Policy, Research and Development Unfunded	BRANCH Industry and Capacity Development Unfunded	BRANCH Entity Oversight Unfunded	CHIEF DIRECTORATE Corporate Services Ms Mathope Thusi	CHIEF DIRECTORATE Financial Management, Accounting and Administration Ms Makgopong Thindisa
CD: Broadcasting Policy Mr Collin Mashile	CD: Enterprise Development Unfunded	CD: Broadcasting and Community Media Mr Freddy Mamuremi	D: Human Resource Management and Development Ms Judy Stephens	D: Financial Management, Accounting and Administration Mr Frik Nieman
CD: Media Policy Mr Sandile Nene	CD: Broadcasting Digital Migration Dr Fhatuwani Mutuvhi	CD: SOC Communication and Branding Unfunded	D: Information and Technology Management Vacant	D: Supply Chain and Asset Management Mr Briane Maisela
CD: Technology and Engineering Services Mr Wonder Dlangamandla - Contract	CD: Industry Research and Analysis Vacant	CD: Regulatory Institutions Unfunded	D: Facilities and Security Management Services Unfunded	
CD: Branding Policy Unfunded	CD: Intergovernmental Relations and Stakeholder Management Ms Renah Lusiba	CD: Strategy and Policy Alignment Unfunded	D: Communication Unfunded	
D: Broadcasting Policy Ms Ntombi Makwetu	D: Awareness Ms Thuli Dladla	D: Entity Oversight Mr Phindile Vumazonke	D: Legal Services Mr Tshegofatso Kgarabjang	
		D: Entity Oversight Mr Scelo Gcabashe	D: Strategic Planning and Performance Monitoring Ms Kedibone Phetla	

8. Overview of 2018/19 budget MTEF estimates

PROGRAMME	AUDITED OUTCOMES			2017/18 ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATES		
R thousand '000	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
1. Administration	24 441	48 206	57 255	62 385	65 793	72 346	75 866
2. Communication Policy Research Development	6 547	4 896	6 324	6 899	11 496	13 534	15 430
3. Industry and Capacity Development	9 323	20 385	35 166	28 156	53 514	53 047	55 531
4. Entity Oversight	1 246 899	1 214 555	1 236 997	1 325 860	1 414 185	1 498 968	1 588 245
Subtotal	1 287 210	1 288 042	1 335 742	1 428 300	1 544 988	1 637 895	1 735 072
Direct chargers against revenue fund	-	-	-	-	-	-	-
Total	1 287 210	1 288 042	1 335 742	1 428 300	1 544 988	1 637 895	1 735 072
Changes to budget estimate				(3 205)	24 338	25 555	32 300
R thousand	2014/15	2015/16	2016/17	2017/18 ADJUSTED APPROPRIATION	2018/19	2019/20	2020/21
Economic Classification							
Current Payments	43 707	76 279	99 844	104 380	136 885	145 181	154 792
Compensation of employees	39 774	47 592	65 482	71 169	81 256	87 682	94 256
Goods and Services	3 933	28 687	34 362	33 211	55 629	57 499	60 536
Communication	28	1 887	5 607	1 242	1 288	1 568	1 653
Computer Services	684	34	253	261	19	20	21
Consultants, contracts and special services	-	31	39	141	1 857	1 965	2 398
Maintenance repair and running cost	-	-	-	-	-	-	-
Operating leases	-	201	219	293	278	295	311
Travel and subsistence	808	14 454	13 600	19 976	22 495	23 614	24 651
Other	2 413	12 080	14 644	11 298	29 692	30 037	31 502
Financial transactions in assets and liabilities	-	-	23	-	-	-	-
Transfers and subsidies to:	1 243 183	1 210 205	1 232 091	1 322 321	1 408 059	1 492 668	1 580 231
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	1 016 015	1 037 229	1 049 799	1 147 822	1 220 638	1 293 652	1 370 268
Public corporations and private enterprises	227 168	172 927	182 093	173 766	187 421	199 016	209 963
Households	-	49	199	733	-	-	-
Payment for capital assets	320	1 558	3 784	1 599	44	46	49
Machinery and equipment	320	1 558	3 784	1 599	44	46	49
Total	1 287 210	1 288 042	1 335 742	1 428 300	1 544 988	1 637 895	1 735 072

8.1 EXPENDITURE ANALYSIS

The NDP envisages an active citizenry that participates in the social, economic and political life of the country. In the main the department's work contributes in particular to Outcome 14 (Nation-Building and Social Cohesion) of the 2014-2019 MTSF. Over the medium term, the department will continue to transform the communication sector through the roll out of the DTT project; develop a responsive communications policy and regulatory framework as well as driving effective public entity oversight within the communications sector. The department will also fund other operational and personnel requirements over the MTEF period.

Continue to develop a responsive communications policy and regulatory framework

Over the medium term, the department will continue to develop policies that will improve government communications and drive the communication sector in the right direction. It is within this context that the department will be developing the Media Transformation and Diversity Charter, which aims to transform the media.

The DoC will continue to develop and implement several policies and regulations over the medium term such as the Audio-Visual and Content Bill, which will address new developments in the sector; digital convergence; media transformation and diversity policy which encourages diversity of content and transformation of media ownership the community broadcasting support strategy, which aims to maintain and strengthen citizen participation and access to the community media sector.

Complete switch-over to the digital mode of transmission will avail HDTV telecast facilities to the viewers in terrestrial modes. Community radio/satellite radio services and FM radio services will be expanded to cover the entire population. The DTT Programme aims to promote and develop broadcasting and media services in South Africa, and framing up appropriate policies and strategies for optimum use of South Africa's soft power in the broadcasting sectors and to position South Africa as a global power in these fields. The legislation governing the entities will be reviewed to effect appropriate changes to the broadcasting and media sectors such as the FPB, MDDA and ICASA.

The department has successfully submitted the *White Paper on Audio-Visual and Digital Content Policy for South Africa* to Cabinet for approval towards the development of the draft Audio-Visual and Digital Content Bill over the medium term. The policy will provide enabling mechanisms to facilitate ownership of new audio-visual digital content value chain by previously disadvantaged communities and SMMEs. Following the approval of the Audio-Visual and Digital Content Act, the department will commence with the ICASA Amendment Bill during 2020/21. The ICASA Amendment Bill seeks to align the role of ICASA to respond to the digital environment ensuring, for example, online services are adequately regulated.

In promoting the growth and development of the creative industries sector, the DoC will develop an Audio-Visual Content Strategy. It will also continue to support the parliamentary processes on finalising and implementing the Films and Publications Amendment Bill and the Broadcasting Amendment Bill. The strategy cost R850 000, comprising gazetting, travelling, consultations in all the provinces and parliamentary processes.

The department will continue to strengthen and support the South African Broadcast Production Advisory Board (SABPAB), whose responsibility is to advise the Minister on how the development, production and display of local TV and radio content can be supported. For the 2018/19 financial year, the advisory body is to provide at least two reports on policies related to children's content and funding for sport development. The other policy work relates to the regulation of the OTT broadcasting and content services in 2018/19.

The overall expenditure over the medium term is projected to be R2.568 million in 2018/19, R2.651 million in 2019/20 and R3.347 million in 2020/21 within the Broadcasting Policy subprogramme of the Communications Policy, Research and Development programme.

Transforming the communications sector through the roll-out of the DTT project

Effective implementation of the DTT project will set our country on a higher growth trajectory and release spectrum for broadband services. The available STBs and other DTT-related devices will be installed and distributed across the provinces situated along the borderline with neighbouring countries, namely Mpumalanga, Limpopo, KwaZulu-Natal and the Eastern Cape in the 2018/19 financial year. The main objective is to migrate all TV-owning households in order to mitigate potential frequency interference with neighbouring countries.

The department will also coordinate public awareness and registration campaigns in the provinces and target non-subsidised households that rely on retail market to acquire migration devices (STBs and integrated TV sets as well as commercial satellite decoders). To achieve this objective, a targeted approach will be

employed focusing on a transmitter service area. Over the MTEF period, more awareness and registration campaigns will be carried out. Focus will be placed on provinces along the borderline areas, Gauteng and Western Cape, where there is potential signal interference followed by the inland areas where there is no frequency potential interference with neighbouring countries.

A baseline budget allocation of R77 million has been over the medium term for the roll-out of the DTT project. These activities are budgeted for under the BDM subprogramme, within the Industry and Capacity Development programme. The department plans to use these funds mainly for project management, awareness campaigns, media engagement (Radio, TV and print), technology and engineering support, monitoring and evaluation of the programme performance.

Driving effective entity oversight

The department is required to exercise oversight on planning, budgeting and reporting processes in public entities within its portfolio to enable them to meet government's policy objectives in a financially and sustainable manner. To ensure that the public entities are managed effectively, efficiently and prudently, the Entity Oversight unit will compile 10 annual reviews of their corporate plans or strategic plans; compile 20 quarterly reports annually to assess compliance to the Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), the Companies Act, 2008 (Act 71 of 2008) and National Treasury Regulations of the public entities.

In addition to assessing the entities' alignment with government's priorities and their financial sustainability and soundness of governance, the

review aims to identify possible risks and mitigate their possible effects. Similarly, the performance of public entities is evaluated on quarterly and annual basis through the submission of reports. An estimated R3.098 billion or 63% of the department's budget will be transferred to public entities for the implementation of communications and broadcasting policies. A total of R1.383 billion or 28% of the total budget will be transferred to the Government Communication and Information System to continue focusing on providing strategic communications, facilitating active citizen participation, including conducting research on government communication strategies and compiling communications products such as the *Vuk'uzenzele* newspaper.

Funding of operational and personnel requirements

Over the medium term, R436.8 million or 9% of the total budget baseline allocation will be used for operational costs, of which R263.2 million or 60% is to be spent on compensation of employees and R173.7 million or 40% on goods and services. The department will increase its headcount of permanent staff with 13 posts at a cost of R5.5 million, mainly to capacitate the DTT project, Communications Policy, Research and Development and Entity Oversight programmes.

9. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

The department tabled the 2017/18 to 2019/20 APP to Parliament. The department is currently implementing the 2017/18-2019/20 APP and progress is being monitored and reported to Management, Executive

Authority, National Treasury and the DPME, quarterly. A departmental strategic planning workshop was held on 7 August 2017. The purpose of the session was to review the 2017/18-2019/20 APP and update the targets to reflect the current service delivery and organisational environment. The first draft of the APP was consulted with the programme managers' branches after the departmental planning session. The branch consultations were held to clarify and improve on deliverables. The updated APP and strategic overview were presented to the MANCO meeting of 28 August 2017 for adoption and approval before submission to the DPME and National Treasury for assessment and feedback. The second planning session was also held to revise the first draft APP as per the DPME analysis as well as reprioritise the deliverables with the allocated budget.

The second draft APP was submitted to National Treasury and the DPME for assessment and inputs on 30 November 2017. The department incorporate the comments on the drafts 2018/19-2020/21 APP that was submitted to the DPME. The budget programme managers were consulted to address the comments from the DPME and update the planning documents accordingly.

The second draft APP was also submitted to the Chief Directorate: Internal Audit, Auditor-General of South Africa (AGSA) and the Office of the Minister for inputs and approval in preparation for tabling in Parliament. The APP process is largely informed by the MTSF for Outcomes 14 and 12, report from the strategic planning sessions, the 14-Point Plan and reports from the SWOT analysis that was conducted by all the programmes during the environmental scanning process.

9.1 Monitoring and Reporting of the APP 2017/18

The 2018/19 APP which corresponds with the DoC Strategic Plan 2015-2019, will be monitored and reported on quarterly. Progress made on the achievements of the APP quarterly milestones will be analysed. Where programmes are unsuccessful in achieving predetermined quarterly milestones, corrective measures and revised timeframes will be discussed and approved by relevant programme managers.

Milestones not achieved in one quarter will be prioritised for achievement in the subsequent quarter following the quarter under review. Failure to achieve a quarterly milestone in two consecutive quarters will

require intensive analysis and possible reprioritisation by the relevant programme manager.

9.2 Risk Statement

In pursuit of its vision, the DoC faces risks to its business strategy, operations, protection of personnel, property and reputation. The department thus commits to a risk management process that ensures that such risks are identified and assessed. Response plans are developed for each risk and implementation of these plans is monitored quarterly. The effectiveness of risk management and control measures put in place will be reported quarterly to the Audit and Risk Management Committee and MANCO. The Risk Management unit will conduct periodic independent assessments on the effectiveness of risk management.

9.2.1 DoC key principles in managing risk

To achieve predetermined goals and objectives:

- Risks will be considered on a department-wide basis;
- Risk management will be integral to the strategic planning process, business decisions and daily operations;
- Risks will be identified, analysed, responded to, monitored and reported on, in accordance with the DoC policies and procedures;
- Risks will be identified per programme and response plans will be derived for each risks;
- Management will regularly assess the status of each risk and response plans; and
- Compliance to the risk management process and control measures will be monitored and reported.

STRATEGIC RISKS - 2016/17 to 2019/20

No.	Strategic Objective	Risks identified	Responsible person	Mitigation Strategy/Action Plan
Strategic risks				
1.	Ensure compliance with statutory requirements and good governance practices by 2019	Limited human resources	Programme1: Administration CD: Corporate Services	National Treasury approving funds to recruit staff in line function. Implementation of MoU.
		Non-compliance to public service and Treasury regulations	Chief Financial Officer and CD: Corporate Services	Develop, review and implement governance and operational policies, procedures and systems.
2.	Improve universal access to broadcasting services by 2019	Inability to coordinate strategic stakeholder engagements especially entities belonging to sister departments that have impact on the work of the department. Sentech, National Electronic Media Institute of South Africa, etc.)	CD: Broadcasting Policy and CD: Stakeholder Relations	Stakeholder engagements. Year calendar submitted for approval by the DG and the Minister. Roll-out of the implementation plan.
3.	Ensure the country migrates by 2019	Inability to migrate the subsidised market due to shortage of resources	CD: Digital Migration Programme	Ensure available resources are fully used and a project plan is in place. Engage National Treasury for additional funding.
4.	Ensure SOC adherence to good governance and Financial stability by 2019	Entities strategies not aligned to department policies.	Programme 4: Entity Oversight	<ul style="list-style-type: none"> • Oversee entities strategic planning processes, ensure alignment to departmental plans. • Governance tools in place and structured financial management.

10. ALIGNMENT TO THE NDP AND MTSF

10.1 Outcome 14: Nation-Building and Social Cohesion

The NDP is being implemented through five-year implementation plans which have been consolidated into the 14 Outcomes of the MTSF 2014-2019. The work of the DoC is primarily reflected in Outcome 14: Nation-Building and Social Cohesion. The department plays a supporting role in Outcome 14 of the MTSF National Programme of Action. In order to ensure that the department contributes towards the achievement of certain outputs that support the above-mentioned

outcome, a number of key interventions were identified. Such interventions are responsive to the outputs contained in the MTSF 2014-2019. The interventions cut across various SOC's of the department and are aligned to its five strategic outcome-oriented goals.

The APPs of our SOC's has been crafted so as to align with the MTSF and are designed to ensure that the department meets its objectives by 2019. The APP activities listed herein consequently represent the cumulating progress towards achieving the MTSF objectives and is monitored quarterly through the Entity Oversight Programme.

The DoC is expected to provide support to the Department of Sport and Recreation in improving the pride South Africans have in the national sporting teams

in order to meet the set target of 66% by 2019. The department has a role in "forging a new overarching identity". It needs to influence South Africans to be proudly citizens and it has to improve the target from 66% to 75% of South Africans reflecting pride to be South Africans.

It also has a role in improving identity based on self-description, from 52% to 60% target. The department will also drive a broadcasting system that preserves, informs and reflects the cultural heritage of all South Africans with a view to achieving 70% content that reflects the values of South Africans. The indicators and targets below form part of the Delivery Agreement signed between the Minister of Communications and the President.

The table below reflects the key impacts expected from the interventions of the nation-building and social cohesion sector during 2014-2019.

Actions	Minister responsible	Indicators	Baseline	2018/19 Target
SUB-OUTCOME 1: FOSTERING CONSTITUTIONAL VALUES				
Promote the Bill of Responsibility and the Bill of Rights, constitutional values and national symbols amongst children in school	Communications (Brand SA)	Total number of Play Your Part (PYP) activations (stage plays, dialogues, public involvement focusing on constitutional values)	Four activations in four provinces	16 PYP regional activations
		Awareness levels of PYP programme implemented in Provinces	PYP awareness level at 19%	PYP awareness level at 50%
		Conduct social media campaigns to the public to promote constitutional values	No baseline	Four social media campaigns
		Number of campaigns promoting constitutional values through community radio	No baseline	12
	Communications (FPB)	Number of outreach activities conducted in schools promoting constitutional values and focusing on child pornography issues	8	36
	Communications (MDDA)	Number of summits hosted	7	13

Conducting constitutional rights awareness campaigns	Communications (MDDA)	Number of broadcast programmes produced	35	60
Policy interventions to make families better able to foster values such as tolerance, diversity, non-racialism, non-sexism and equity	Communications (FPB)	Adopt and implement the Online Policy	No baseline	Implementation of Online Policy
Establish Constitution Awareness Campaign	Communications (Brand SA)	One day per month media highlighting the constitution and its values	No baseline	12 days
Use National Days as a platform for promoting constitutional values	Communications (MDDA)	Number of workshops/seminars to initiate dialogue in community media on constitutional values during national days	No baseline	24
	Communications (SABC)	Number of programming on TV and radio showcasing national days and constitutional values	7	7
	Communications (Brand SA)	Number of digital media campaigns showcasing national days of significance	No baseline	All national days significance support by digital media
Sub-Outcome 2: Equal opportunities, inclusion and redress				
Promote heritage and culture: Ensure government invests in the cultural and creative industries, honour and celebrate our collective heritage by promoting our diverse cultural identities; Promote our new museums	Communications (FPB)	Number of quarterly engagement sessions hosted with content producers, regulators and academics to promote heritage and culture	2	12
Change attitudes and behaviour in relation to gender issues and xenophobia	Communications (MDDA)	Number of community broadcasters capacitated on programme production in relation to gender issues and xenophobia	No baseline	30
Build non-racialism through community dialogues and hosting of national summit on action plan to combat racism, racial discrimination and xenophobia	Communications (MDDA)	Number of community media capacitated	No baseline	60
Transform the use of currently marginalised languages	Communications (MDDA)	Number of projects using marginalised languages as their primary language funded	570	90

Sub-Outcome 3: Promoting social cohesion across society through increased interaction across race and class				
Use international events to promote South Africa as a diverse socially cohesive nation	Communications (Brand SA)	Number of dialogues with business sector and South African expats (Global South Africans)	10	120 dialogues
	Communications (FPB)	Number of international seminars attended	3	12
	Communications (MDDA)	Number of international events participated in to promote South Africa as a diverse socially cohesive nation	0	136
Increase access of South African citizens to sport and recreation activities	Communications (SABC)	Number of annual and special sporting events acquired and broadcasted	52	75
Sub-Outcome 4: Promoting active citizenry and leadership				
Contribute towards social cohesion by promoting pride and patriotism	Communications (Brand SA)	Number of national days supported through the PYP Programme	No baseline	All national days to be supported
	Communications (ICASA)	Publication of Local Content regulations	Findings document on the review of Local Content regulations	Develop Local Content regulations to promote local content on radio and TV
	Communications (MDDA)	Number of community media capacitated to initiate community dialogue and promote pride and patriotism	0	60
Improve participation in national and local government elections	Communications (ICASA)	Equitable access to broadcasting services by political parties	Existing Municipal Elections Broadcasting Regulations	–
	Communications (MDDA)	Number of broadcast programmes dealing with local government elections produced	24	30
	Communications (SABC)	Compliance with the approved elections broadcast plan, regulatory and legislative requirements	2014 National Elections	Commence with Local Government pre-election programming across TV and radio (depending on date of elections). 2015/16 target
Promotion of social development structures like women's forum, disability forums, youth forums	Communications (ICASA)	Amendment of regulations establishing Consumer Advisory Panel and Disability Constituent	Advisory Panel and Disability Constituent	15/16 targets Final draft amended Regulations for Consumer Advisory Panel and Disability Constituent tabled at Council

10.1.1 Impact (or outcome) Indicators

Nation-Building pillar	Impact Indicator	Minister responsible	Baselines 2011	2019 targets
Promotion of social cohesion across society through increased interaction across race and class	Social-Cohesion Index	Communications (via Brand SA)	80.4%	90%
	Percentage of local content on SABC1 and 2	Communications (via SABC)	35%	70% of content reflects South Africa
	Percentage of local content on SABC3			
Active citizenry and leadership	Active Citizenship Index	Communications (via Brand SA)	79%	85%
Forging a new overarching identity	Pride in being South African	Communications (via GCIS)	66% of South Africans reflecting pride to be South African	75% of South Africans reflecting pride to be South African
	Identity based on self-description	Communications (via GCIS)	52% which describes themselves as South African first	60% of population describing themselves as South African first

STRATEGIC OUTCOME-ORIENTED GOALS

The DoC set itself the following strategic goals and strategic objectives which will be achieved when implementing the mandates:

STRATEGIC GOALS	STRATEGIC OBJECTIVES
1. Effective and efficient strategic leadership, governance and administration	SO 1.1: Ensure compliance with statutory requirements and good governance practices by 2019
	SO 1.2: Improve capacity of the entities to deliver by 2019
	SO 1.3: Ensure SOC adherence to good governance and Financial stability by 2019
2. A responsive communications policy regulatory environment and improved country branding	SO 2.1: Improve universal access to broadcasting services and information by all citizens in 2019
	SO 2.2: Market the country locally, regionally and internationally to provide an enabling environment for investment by 2019
3. Transformed communications sector	SO 3.1: Support the growth and development of the creative industries by 2019
	SO 3.2: Ensure the country migrates from analogue to digital broadcasting by 2019
	SO 3.3: Strengthen support, guidance and interrelations with stakeholders by 2019



OF SOUTH AFRICA

SOUTH AFRICA



GO DIGITAL

the doc
Department of Communications
REPUBLIC OF SOUTH AFRICA

SABC



PART B:

11. DEPARTMENTAL PROGRAMMES STRATEGIC OBJECTIVES

PROGRAMME 1: ADMINISTRATION

Programme purpose

Provide strategic leadership, management and support services to the department.

The programme's functions are organised into the following subprogrammes:

1. **Human Resource Management and Development (HRM&D):** Manages and facilitates the provisioning of HRM&D services.
2. **Information and Technology Management (IMT):** Provides IMT services.
3. **Facilities and Security Management Services:** Manages the provisioning of facilities management and security services.
4. **Communications:** Provides communication and events management services.
5. **Legal Services:** Provides legal services.
6. **Strategic Planning and Performance Monitoring:** Develops, reports and monitor the implementation of the Strategic Plan and the APP, and ensures that planning and performance reporting is coordinated.
7. **Financial Management, Accounting and Administration:** Manages finances.
8. **Supply Chain Management (SCM):** Manages supply chain and asset management.
9. **Risk Management:** Performs risk management functions.
10. **Internal Audit:** Provides internal audit functions.

Subprogramme: Corporate Services's strategic objective annual targets for 2018/19

Strategic objective	High level strategic indicator	Five-year Strategic Plan target	Audited/Actual performance			Estimated performance 2017/18	Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
			2014/15	2015/16	2016/17				
Ensure compliance with statutory requirements and good governance practices by 2019	MTEF Human Resource Plan (HRP) implemented	Strategic elements of the HRP implemented annually	-	Four reports on implementation of HRM&D plans were compiled	MTEF HRP approved and submitted to the DPSA	HRP implementation report submitted to the DPSA	HRP implementation report submitted to the DPSA	HRP implementation report submitted to the DPSA	HRP implementation report submitted to the DPSA

Programme Performance Indicators and annual targets for 2018/19

Programme performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
	2014/15	2015/16	2016/17		Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
HRD Strategy implemented	–	Four reports on implementation of HRM&D plans were compiled	Workplace Skills Plan (WSP) approved and implemented	2017/18 WSP submitted to the PSETA	2018/19 WSP and 2017/18 Annual Training Report submitted to the PSETA	2018/19 WSP submitted to the PSETA	2018/19 WSP submitted to the PSETA

Quarterly targets for 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
MTEF HRP approved and submitted to the DPSA	Annually	HRP implementation report submitted to the DPSA	HRP implementation report submitted to the DPSA	–	–	–
HRD Strategy implemented	Annually	2018/19 WSP and 2017/18 Annual Training Report submitted to the PSETA	2018/19 WSP and 2017/18 Annual Training Report submitted to the PSETA	–	–	–

Subprogramme: Financial Management, Accounting and Administration's strategic objective annual targets for 2018/19

Strategic objective	High level strategic indicator	Five-year Strategic Plan target	Audited/Actual performance			Estimated performance 2017/18	Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
			2014/15	2015/16	2016/17				
Ensure compliance with statutory requirements and good governance practices by 2019	Audit report for the financial year	Unqualified audit opinion for the DoC	–	Unqualified audit outcome on Annual Financial Statements (AFS)	Unqualified audit outcome on AFS	Unqualified audit outcome on AFS	Unqualified audit outcome on 2017/18 AFS	Unqualified audit outcome on AFS	Unqualified audit outcome on AFS

Programme Performance Indicators and annual targets for 2018/19

Programme performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
	2014/15	2015/16	2016/17		Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
Percentage expenditure in relation to the allocated budget	–	–	–	–	Spend 100% of the budget according to the plan	Spend 100% of the budget according to the plan	Spend 100% of the budget according to the plan
Percentage of invoices paid within 30 days	–	–	100% of all compliant invoices paid within 30 days	–	100% of all compliant invoices paid within 30 days	100% of all compliant invoices paid within 30 days	100% of all compliant invoices paid within 30 days

Quarterly targets for 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
Percentage expenditure in relation to the allocated budget	Quarterly	Spend 100% of the budget according to the plan	25% spent of the allocated budget	50% spent of the allocated budget	75% spent of the allocated budget	100% spent of the allocated budget
Percentage of invoices paid within 30 days	Quarterly	100% of all compliant invoices paid within 30 days	100% of all compliant invoices paid within 30 days	100% of all compliant invoices paid within 30 days	100% of all compliant invoices paid within 30 days	100% of all compliant invoices paid within 30 days
Audit report for the financial year	Annually	Unqualified audit outcome on 2017/18 AFS	–	–	Unqualified audit outcome on 2017/18 AFS	–

Subprogramme: Risk Management's strategic objectives annual targets 2018/19

Strategic objective	High level strategic indicator	Five-year Strategic Plan target	Audited/Actual performance			Estimated performance 2017/18	Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
			2014/15	2015/16	2016/17				
Ensure compliance with statutory requirements and good governance practices by 2019	Risk Management Plan approved and implemented	Risk Management Plan developed and implemented	–	Operational risks and core risks were monitored through the APP	–	Develop Risk Management Plan	Review and implement the Risk Management Plan	Review and implement the Risk Management Plan	Review and implement the Risk Management Plan

Programme performance indicators and annual targets for 2018/19

Programme performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
	2014/15	2015/16	2016/17		Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
Number of risk mitigation/assessment reports compiled	–	Reports were compiled on the systems of risk management and control	–	Four progress reports on risk mitigation	Four progress reports on risk mitigation	Four progress reports on risk mitigation	Four progress reports on risk mitigation

Quarterly targets 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
Risk Management Plan approved and implemented	Biannually	Review and implement the Risk Management Plan	Signed Risk Management Plan	–	–	Updated 2019/20 Risk Register
Number of Risk mitigation/assessment reports compiled	Quarterly	Four progress reports on risk mitigation	Previous Q4 Risk Mitigation Progress Report compiled	Q1 Risk Mitigation Progress Report compiled	Q2 Risk Mitigation Progress Report compiled	Q3 Risk Mitigation Progress Report compiled

Subprogramme: Internal Audit's strategic objective annual targets 2018/19

Strategic objective	High level strategic indicator	Five-year Strategic Plan target	Audited/Actual performance			Estimated performance 2017/18	Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
			2014/15	2015/16	2016/17				
Ensure compliance with statutory requirements and good governance practices by 2019	Three-year rolling Audit Strategic Plan 2018-2020 implemented	Three-year rolling Audit Strategic Plan approved annually	–	–	Three-year rolling Audit Strategic Plan approved	Three-year rolling Audit Strategic Plan approved	Three-year rolling Audit Strategic Plan approved	Three-year rolling Audit Strategic Plan approved	Three-year rolling Audit Strategic Plan approved

Programme Performance Indicators and annual targets for 2018/19

Programme performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
	2014/15	2015/16	2016/17		Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
Risk-based Internal Audit Annual Operational Plan approved	–	Internal Audit policy and plan were developed and four quarterly internal audit reports were compiled	2016/17 risk-based Internal Audit plan and operational plan approved	2017/18 risk-based Internal Audit Annual Operational Plan approved	2018/19 risk-based Internal Audit Annual Operational Plan approved	2019/20 risk-based Internal Audit Annual Operational Plan approved	2020/21 risk-based Internal Audit Annual Operational Plan approved
Number of progress report on the implementation of the Annual Operational Plan (covering financial, compliance and performance)	–	Four compliance and performance reports were compiled	Four reports on performance, compliance and financial audits conducted	Four reports on financial, compliance and performance audits against the Annual Operational Plan	Four reports on financial, compliance and performance audits against the Annual Operational Plan	Four reports on financial, compliance and performance audits against the Annual Operational Plan	Four reports on financial, compliance and performance audits against the Annual Operational Plan

Quarterly targets 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
Three-year rolling Audit Strategic Plan 2018-2020 implemented	Annually	Three-year rolling Audit Strategic Plan approved	Three-year rolling Audit Strategic Plan approved	–	–	–
Risk-based Internal Audit Annual Operational Plan approved	Annually	2018/19 risk-based Internal Audit Annual Operational Plan approved	2018/19 risk-based Internal Audit Annual Operational Plan approved	–	–	–
Number of progress reports on the implementation of the Annual Operational Plan (covering financial, compliance and performance)	Quarterly	Four reports on financial, compliance and performance audits against the Annual Operational Plan	One quarterly report on financial, compliance and performance audits performed against the Annual Operational Plan	One quarterly report on financial, compliance and performance audits performed against the Annual Operational Plan	One quarterly report on financial, compliance and performance audits performed against the Annual Operational Plan	One quarterly report on financial, compliance and performance audits performed against the Annual Operational Plan

EXPENDITURE TRENDS AND ESTIMATES: Programme 1 ADMINISTRATION

Expenditure trends and estimates by subprogramme							
Subprogramme R million	Audited outcome			Adjusted 2017/18	Medium-term expenditure		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Ministry	12 000	12 032	8 376	10 375	10 017	10 700	11 391
Departmental Management	867	28 725	31 611	34 008	28 370	28 282	28 670
Internal Audit	–	–	854	967	832	2 445	2 612
Corporate Services	6 777	4 881	9 903	11 986	15 682	17 233	18 490
Financial Management	4 797	2 568	6 511	10 049	10 892	13 686	14 703
Total	24 441	48 206	57 255	67 385	65 793	72 346	75 866

11.2 PROGRAMME 2: COMMUNICATIONS POLICY, RESEARCH AND DEVELOPMENT

Programme purpose

Conduct research and develop communications and broadcasting policies.

The programme's functions are organised into the following subprogrammes:

- **Broadcasting Policy** oversees the development and implementation of public and community broadcasting policies and strategies to promote the commercial broadcasting tier; and facilitates the implementation of policies by regulatory institutions in the sector.
- **Media Policy** conducts research and develops print media, new media and communications policies.
- **Technology and Engineering Services** conducts research and develops broadcasting spectrum policy and plans, develops standards, and manages technology and engineering services. The deliverables for this Chief Directorate are covered in the Annual Operational Plan, mostly highlighting the support provided to the BDM programme.

Subprogramme: Broadcasting Policy strategic objective annual targets for 2018/19

Strategic objective	High level strategic indicator	Five-year Strategic Plan target	Audited/Actual performance			Estimated performance 2017/18	Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
			2014/15	2015/16	2016/17				
Improve universal access to broadcasting services and information by all citizens in 2019	Audio-Visual and Digital Content Act implemented	Audio-Visual Digital Content Act monitoring report compiled	–	–	<i>Draft White Paper on Audio-Visual and Digital Content Policy for South Africa approved</i>	Audio-Visual and Digital Content Bill for South Africa developed	Draft Audio-Visual and Digital Content Bill for South Africa developed	Audio-Visual and Digital Content Bill for South Africa submitted to Parliament for approval	Audio-Visual and Digital Content Act implemented
Support the growth and development of the creative industries sector by 2019	Media Transformation and Diversity Charter implemented	Implement and Monitor Media Transformation and Diversity Charter	–	The discussion paper on Media transformation was developed	–	Five stakeholders consultations on Media Transformation and Diversity Policy coordinated	Draft Media Transformation and Diversity Charter developed	Media Transformation and Diversity Charter submitted to Cabinet for approval	Monitoring reports on the implementation of Media Transformation and Diversity Charter

Programme Performance Indicators and annual targets for 2018/19

Programme performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
	2014/15	2015/16	2016/17		Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
South African Audio-Visual Digital Content Industry Strategy implemented	–	–	–	–	Final draft South African Audio-Visual Digital Content Industry Strategy developed	South African Audio-Visual Digital Content Industry Strategy submitted to Cabinet for approval	Monitoring reports on the implementation of the South African Audio-Visual Digital Content Industry Strategy
MDDA Amendment Act implemented	–	–	–	–	MDDA Amendment Bill Developed	MDDA Amendment Bill submitted to Cabinet for approval	Monitoring reports on the implementation of the MDDA Amendment Bill Developed

Quarterly targets 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
Audio-Visual and Digital Content Act implemented	Quarterly	Draft Audio-Visual and Digital Content Bill for South Africa developed	Draft <i>White Paper on Audio-Visual and Digital Content Policy for South Africa</i> inputs consolidated	Final <i>White Paper on Audio-Visual and Digital Content Policy for South Africa</i> finalised and submitted to the Economic Cluster for approval to consult Cabinet	Final <i>White Paper on Audio-Visual and Digital Content Policy for South Africa</i> submitted to Cabinet for approval	Draft Audio-Visual and Digital Content Bill for South Africa developed
Media Transformation and Diversity Charter Implemented	Quarterly	Draft Media Transformation and Diversity Charter developed	–	Terms of Reference (ToR) for Media Transformation and Diversity Charter Council submitted to Cabinet for approval	Request for appointing Media Charter Council submitted to Cabinet	Draft Media Transformation and Diversity Charter developed
South African Audio-Visual Digital Content Industry Strategy implemented	Quarterly	Final draft South African Audio-Visual Digital Content Industry Strategy developed	Draft South African Audio-Visual Digital Content Industry Strategy submitted to the Economic Cluster for approval to consult Cabinet	Draft South African Audio-Visual Digital Content Industry Strategy submitted to the Cabinet for public consultations	Draft South African Audio-Visual Digital Content Industry Strategy gazetted and published for consultation	Final draft South African Audio-Visual Digital Content Industry Strategy developed
MDDA Amendment Act implemented	Quarterly	MDDA Amendment Bill developed	Draft MDDA Amendment Bill developed	MDDA Amendment Bill submitted to the Economic Cluster for approval to consult Cabinet	MDDA Amendment Bill submitted to the Cabinet for public consultations	Final MDDA Amendment Bill developed

EXPENDITURE TRENDS AND ESTIMATES: Programme 2 COMMUNICATIONS POLICY, RESEARCH AND DEVELOPMENT

Expenditure trends and estimates by subprogramme							
Subprogramme R million	Audited outcome			Adjusted 2017/18	Medium-term expenditure		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Broadcasting Policy	6 547	4 883	6 324	5517	8784	11 784	13 558
Media Policy*	–	–	–	–	–	–	–
Technology and Engineering Services	–	13	–	1 382	2 712	1 750	1 872
Total	6 547	4 896	6 324	6 899	11 496	13 534	15 430

*The budget allocated for Media Policy subprogramme is combined with the budget for subprogramme Broadcasting Policy.

11.3 PROGRAMME 3: INDUSTRY AND CAPACITY DEVELOPMENT

Programme purpose

Manage enterprise development, digital migration, and industry research and analysis. Implement a structured programme of engagement with stakeholders in support of the department's programmes and projects.

The programme's functions are organised into the following subprogrammes:

- **Enterprise Development** manages enterprise development, implements policy, manages and supports creative industries and media transformation; compiles skills profiles, and develops skills development programmes, including the development and implementation of broadcasting industry development strategies and plans. The deliverables for this Chief Directorate are covered in the Departmental Annual Operational Plan mostly highlighting the secretariat function for the SABPAB.
- **BDM** manages BDM with the aim of migrating from analogue to digital broadcasting, and plays an important role in creating and supporting SMMEs in the digital domain.
- **Industry Research and Analysis** manages industry research and analysis. The deliverables for this Chief Directorate are covered in the Departmental Annual Operational Plan.
- **Intergovernmental Relations and Stakeholder Management** manages intergovernmental relations and stakeholder relations.

Subprogramme: BDM's strategic objective annual targets 2018/19

Strategic objective	High level strategic indicator	Five-year Strategic Plan target	Audited/Actual performance			Estimated performance 2017/18	Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
			2014/15	2015/16	2016/17				
Ensure the country migrates from analogue to digital broadcasting by 2019	Analogue transmission services switched off in all provinces by 2019	TV broadcasting migrated from analogue to digital and analogue signal switched off by 2019	–	During the period under review the department implemented the digital broadcasting migration programme and four progress reports were compiled	Analogue signal switched off in (SKA) areas	Analogue signal switched off in 88 borderline towns within seven provinces	Manage analogue signal transmission switched off in five provinces	Manage analogue signal transmission switched off in the remaining inland provinces	Evaluate the impact of the analogue transmitters switched off in the nine provinces

Programme Performance Indicators and annual targets for 2018/19

Programme performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
	2014/15	2015/16	2016/17		Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
An integrated digital migration communication and marketing strategy for subsidised and unsubsidised markets implemented	–	–	–	–	Implement an integrated digital migration communication and marketing strategy	Review and implement an integrated digital migration communication and marketing strategy	Evaluate impact of an integrated digital migration communication and marketing strategy
Number of reports showing consumer access to digital devices, installations and aftercare compiled	–	–	–	–	Four quarterly reports on consumer access to digital devices, installations and aftercare	Four quarterly reports on the of consumer access to digital devices, installations and aftercare	Country report on social and economic impact of the project

Quarterly targets for 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
An integrated digital migration communication and marketing strategy for subsidised and unsubsidised markets implemented	Quarterly	Implement an integrated digital migration communication and marketing strategy	Monitoring report on implementation of the integrated digital migration communication and marketing strategy	Monitoring report on implementation of the integrated digital migration communication and marketing strategy	Monitoring report on implementation of the integrated digital migration communication and marketing strategy	Monitoring report on implementation of the integrated digital migration communication and marketing strategy
Analogue transmission services switched off in all provinces by 2019	Biannually	Manage analogue signal transmission switch-off in five provinces	–	Analogue signal transmission switched off in the Free State and North West	–	Analogue signal transmission switched off in Limpopo, Mpumalanga and Northern Cape
Number of reports showing consumer access to digital devices, installations and aftercare compiled	Quarterly	Four quarterly reports on of consumer access to digital devices, installations and aftercare	One quarterly report on consumer access to digital devices, installations and aftercare	One quarterly report on consumer access to digital devices, installations and aftercare	One quarterly report on consumer access to digital devices, installations and aftercare	One quarterly report on of consumer access to digital devices, installations and aftercare

Subprogramme: Intergovernmental Relations and Stakeholder Management's strategic objectives annual targets for 2018/19

Strategic objective	High level strategic indicator	Five-year Strategic Plan target	Audited/Actual performance			Estimated performance 2017/18	Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
			2014/15	2015/16	2016/17				
Strengthen support, guidance and interrelations with stakeholders by 2019	Number of bilateral engagements coordinated to advance Digital Migration and communication agenda	50 bilateral engagements signed	–	International Stakeholder Engagement Strategy was adopted and two implementation reports were compiled	11 stakeholder engagements were coordinated	10 stakeholder engagements coordinated	Seven bilateral engagements coordinated (China, Russia, India, Lesotho, Botswana, Rwanda, UK)	10 bilateral engagements coordinated	10 bilateral engagements coordinated

Market the country locally and internationally to provide enabling environment for investment by 2019	Number of Mandatory multilateral structures engaged to advance communications/ broadcasting positions	16 multilateral structures engaged	–	–	Multilateral (WIPO/ SCCR) and bilateral (China, Russia) partnerships were negotiated	Four multilateral structures engaged (WIPO, ITEC, ITU, SADC, ATU)	Four multilateral structures engaged (WIPO, ITEC, ITU, SADC, ATU)	Four multilateral structures engaged (WIPO, ITEC, ITU, SADC, ATU)	Four multilateral structures engaged (WIPO, ITEC, ITU, SADC, ATU)
---	---	------------------------------------	---	---	--	---	---	---	---

Programme performance indicators and annual targets for 2018/19

Programme performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
	2014/15	2015/16	2016/17		Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
Number of position papers tabled at multilateral engagements	–	–	Two position papers were tabled at multilateral and bilateral engagements on BDM and WRC-19.	Two position papers tabled at multilateral engagements – WIPO and 2019 World Radiocommunication Conference (WRC-19)	Two position papers tabled at multilateral engagements – WIPO and 2019 WRC-19	One position paper tabled at multilateral engagements	One position paper tabled at multilateral engagements

Quarterly targets for 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
Number of bilateral engagements coordinated to advance digital migration and communication agenda	Quarterly	Seven bilateral engagements (China, Russia, India, Lesotho, Botswana, Rwanda, UK)	1	2	2	2
Number of position papers tabled at multilateral engagements	Biannually	Two position papers tabled at multilateral engagements (WIPO and WRC-19)	One WIPO	–	One WRC-19	–

Number of mandatory multilateral structures engaged to advance communications/ broadcasting positions	Quarterly	Four multilateral structures engaged (WIPO, ITEC, ITU, SADC, ATU)	WIPO	SADC	ITEC	ITU
---	-----------	---	------	------	------	-----

EXPENDITURE TRENDS AND ESTIMATES: Programme 3 INDUSTRY AND CAPACITY DEVELOPMENT

Expenditure trends and estimates by subprogramme							
Subprogramme R million	Audited outcome			Adjusted 2017/18	Medium-term expenditure		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Enterprise Development	6 000	2 389	207	2754	–	–	–
Broadcasting Digital Migration	3 323	15 260	27 868	20 540	48 062	47 196	49 254
Industry Research and Analysis	–	1 734	5 394	2 922	3 289	3 530	3 786
Intergovernmental Relations and Stakeholder Management	–	1 002	1 697	1 940	2 163	2 321	2 491
Total	9 323	20 385	35 166	28 156	53 514	53 047	55 531

11.4 PROGRAMME 4: ENTITY OVERSIGHT

Programme purpose

Monitor the implementation of policies by SOCs and regulatory institutions, and provide guidance and oversight on their governance matters.

The programme's functions are organised into the following subprogrammes:

- **Programme Management for Entity Oversight** strengthens the capacity of the department and that of its SOCs to effectively deliver on their public mandates.
- **Broadcasting and Community Media** monitors the implementation of broadcasting and community media policies, and provides guidance in and oversight of the governance matters of SOCs.
- **Communication and Branding** monitors the implementation of communications and branding policies, and provides guidance in and oversight of the governance matters of SOCs.
- **Regulatory Institutions** monitors the implementation of policies, and provides guidance in and oversight of the governance matters of regulatory institutions.

Subprogramme: Strategy and Policy Alignment's strategic objective annual targets for 2018/19

Strategic objective	High level strategic indicator	Five-year Strategic Plan target	Audited/Actual performance			Estimated performance 2017/18	Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
			2014/15	2015/16	2016/17				
Improve capacity of the entities to deliver by 2019	Number of shareholder compacts and accountability instruments signed	10 shareholder compacts and 15 accountability instruments signed	–	All the six shareholder compact/ accountability arrangements were reviewed, and implementation reports were compiled	One shareholder compact and three accountability instruments for 2016/17 were signed	One shareholder Compact and three accountability instruments signed Performance agreements of Chairperson of the Board and councillors of ICASA signed	Two shareholder Compacts (SABC and Brand SA), and three accountability instruments (ICASA, FPB and MDDA) signed	Two shareholder Compacts (SABC and Brand SA), and three accountability instruments (ICASA, FPB and MDDA) signed	Two shareholder Compacts (SABC and Brand SA), and three accountability instruments (ICASA, FPB and MDDA) signed

Improve capacity of the entities to deliver by 2019	Number of SOC Quarterly Performance Review (QPR) sessions coordinated	60 SOC QPR sessions coordinated	–	–	–	–	20 SOC QPR sessions coordinated	20 SOC QPR sessions coordinated	20 SOC QPR sessions coordinated
Ensure SOC adherence to good governance and Financial stability by 2019.	Number of reports on the governance and financial viability of entities compiled (ICASA, FPB, SABC, BrandSA and MDDA)	28 Monitoring reports on the viability and sustainability of SOCs	–	–	Four reports compiled on entity governance forums coordinated as per the governance policy	–	Ten reports on the governance and financial viability of entities compiled	Ten reports on the governance and financial viability of entities compiled	Ten reports on the governance and financial viability of entities compiled

Programme Performance Indicator and annual targets

Programme performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
	2014/15	2015/16	2016/17		Annual targets 2018/19	Annual targets 2019/20	Annual targets 2020/21
Number of Quarterly Performance Review (QPR) reports submitted to SOCs	–	Four 2015/16 oversight reports submitted to the Executive Authority	Analysis reports and feedback letters for 20 quarterly entity oversight reports were compiled	20 quarterly oversight reports of entities (SABC, MDDA, Brand SA, FPB and ICASA) reports submitted to the Executive Authority	20 Quarterly Performance Review (QPR) reports submitted to SOCs	20 Quarterly Performance Review (QPR) reports submitted to SOCs	20 Quarterly Performance Review (QPR) reports
A strategy to provide oversight to all entities implemented	–	–	–	–	SOC Oversight Strategy developed and implemented	SOC Oversight Strategy reviewed and implemented	SOC Oversight Strategy reviewed and implemented

Quarterly targets for 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			Q1	Q2	Q3	Q4
Number of Quarterly Performance Review (QPR) reports submitted to SOC	Quarterly	20 QPR submitted to SOC	Five 2017/18 Quarter 4 performance review reports submitted to SOC	Five 2018/19 Quarter 1 performance review reports submitted to SOC	Five 2018/19 Quarter 2 performance review reports submitted to SOC	Five 2018/19 Quarter 3 performance review reports submitted to SOC
Number of SOC QPR sessions coordinated	Quarterly	20 SOC QPR sessions coordinated	Five SOC QPR sessions coordinated	Five SOC QPR sessions coordinated	Five SOC QPR sessions coordinated	Five SOC QPR sessions coordinated
Number of shareholder compacts and accountability instruments signed	Annually	Two shareholder compacts (SABC and BSA), and three accountability agreements (ICASA, FPB and MDDA) signed	–	–	–	Two shareholder compacts (SABC and Brand SA), three (MDDA, ICASA and FPB) accountability agreements signed for 2019/20 financial year
Number of reports on the governance and financial viability of entities (ICASA, FPB, SABC, BrandSA and MDDA) compiled	Biannually	Ten reports on the governance and financial viability of entities (ICASA, FPB, SABC, BrandSA and MDDA) compiled	–	Five reports on the governance and financial viability of entities compiled	–	Five reports on the governance and financial viability of entities compiled
A strategy to provide oversight to all entities implemented	Quarterly	SOC Oversight Strategy developed and implemented	Report developed on all the stakeholder consultations conducted about SOC Oversight Strategy	SOC Oversight Strategy approved	Monitoring report on implementation of SOC Oversight Strategy	Monitoring report on implementation of SOC Oversight Strategy

EXPENDITURE TRENDS AND ESTIMATES: Programme 4 ENTITY OVERSIGHT

Expenditure trends and estimates by subprogramme							
Subprogramme R million	Audited outcome			Adjusted 2017/18	Medium-term expenditure		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Programme Management for Entity Oversight	–	2 559	4 139	1 500	1 780	1 670	3 070
Broadcasting and Community Media	252 699	196 875	206 870	205 121	220 674	233 762	246 646
Communication and Branding	539 078	539 136	566 442	595 750	637 359	678 089	720 850
Regulatory Institutions	455 122	475 978	459 546	523 489	554 372	585 447	617 679
Strategy and Policy Alignment	–	7	–	–	–	–	–
Total	1 246 899	1 214 555	1 236 997	1 325 860	1 414 185	1 498 968	1 588 245



PART C:

LINKS TO OTHER PLANS

11. Long-term infrastructure and capital plans

The department does not have long term infrastructure and capital plans.

12. Conditional grants

The department does not manage conditional grants.

13. Public entities

The following entities report to the department:

1. ICASA
2. SABC
3. MDDA
4. Brand SA
5. FPB.

The table below is a list of entities and their mandates, outputs/performance indicators and budgets for 2018/19 financial year.

Name of Public Entity	Mandate	Outputs/Key Performance Indicators	Current Annual Budget (2018/19) R 000	Date of Next Evaluation
ICASA	<p>ICASA was established by the ICASA Act of 2000, as amended, to regulate the South African communications, broadcasting and postal services sectors. The regulator's mandate is defined in the ECA of 2005 as licensing and regulating electronic communications and broadcasting services, and in the Postal Services Act of 1998 as regulating the postal services sector.</p> <p>Enabling legislation also empowers the regulator to monitor licensee compliance with licence terms and conditions, develop regulations for the three sectors, plan and manage the radio frequency spectrum, and protect consumers in relation to these services.</p>	<ul style="list-style-type: none">• Conducting of advocacy and awareness campaigns• Monitoring of spectrum interference• Implementation of DTT projects• Monitoring of the activities of postal and broadcasting licensees• Implementation of customer relationship management• Use of spectrum management tools to ensure the optimal use of the high demand radio frequency spectrum by licence holders	455 345	March 2019

SABC	<p>The SABC is listed as a schedule 2 public entity in terms of the PFMA of 1999. Its mandate is set out in its charter and in the Broadcasting Act of 1999, as amended, and requires it to provide radio and TV broadcasting services to South Africa.</p>	<ul style="list-style-type: none"> • Radio broadcasting • TV broadcasting • Implementation of Digital Terrestrial Migration and technology • Programming and development of local content • Expansion of commercial radio stations to increase the organisation's audience share • Digitisation of value chain and distribution platforms 	187 421	March 2019
MDDA	<p>The MDDA was set up in terms of the MDDA Act of 2002 to enable historically disadvantaged communities and individuals to gain access to the media. The mandate of the agency is to create an enabling environment for media development and diversity which reflects the needs and aspirations of all South Africans; redress the exclusion and marginalisation of disadvantaged communities and people from access to the media and the media industry; and promote media development and diversity by providing support primarily to community and small commercial media projects.</p> <p>The overall objective of the agency is to ensure that all citizens can access information in a language of their choice, and to transform media access, ownership and control patterns in South Africa.</p>	<ul style="list-style-type: none"> • Provision of technical, non-financial and financial support to diverse media platforms • Provision of support to the increased participation of communities in ownership and control of community and small commercial media • Provision of community media grants • Promotion of ownership, control and access to information and content production by communities • Enhancement of ownership, participation and control of print and digital media by independent media entrepreneurs • Creation and enhancement of a body of knowledge of the media landscape • Building of capacity for a diverse media industry. 	31 455	March 2019

Brand SA	Brand SA was established as a trust in 2002 and gazetted as a schedule 3A public entity in 2006, in accordance with the PFMA of 1999. Its purpose is to develop and implement a proactive and coordinated international marketing and communications strategy for South Africa, to contribute to job creation and poverty reduction, and to attract inward investment, trade and tourism.	<ul style="list-style-type: none"> • Brand strategy development and management • Rendering of assistance to government and private sector entities in aligning their communications strategies with national messaging • Improvement of brand-ranking index • Hosting of South African Competitiveness Forum • Roll-out of PYP TV series. 	205 569	March 2019
FPB	The FPB regulates and controls the creation, production, possession, exhibition and distribution of films, interactive computer games and certain publications in terms of the Films and Publications Act of 1996. The board is also responsible for monitoring age restricted business premises for compliance with their licence and registration terms.	<ul style="list-style-type: none"> • Protection of children against premature exposure to adult experiences and harmful materials, particularly films, games and publications. • Conducting of awareness programmes that inform and educate the public about films, videos and games that are harmful to children. • Conducting of research on human trafficking. • Monitoring compliance with the Films and Publications Act of 1996. • Development and implementation of a content regulation framework that ensures 100% classification and labelling of classifiable content distributed on online, mobile and related platforms. • Implementation of programmes aimed at cyber safety and child online protection. 	97 002	March 2019

15. Public-private partnerships (PPPs)

The department does not have PPP.



Annexure A:

Technical Indicator Description (TID)

Programme 1: Administration

Strategic objectives indicator

1.Indicator title	MTEF HRP approved and submitted to the DPSA
Short definition	The development and implementation of a HRP is to enable the department to meet the HR needs
Purpose/importance	Strengthen the skills and HR base to attract, develop and retain professional and skilled officials in order to improve organisational performance and culture
Source/collection of data	Approved HRM Plan Implementation Report
Method of calculation	Simple count: Approved HRM Plan Implementation Report
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Integrated planning and efficient use of resources
Indicator responsibility	Director: HRM&D

Programme Performance Indicator

2. Indicator title	HRD Strategy implemented
Short definition	The HRD Strategy is the departmental training plan, developed to address training needs of the employees through training interventions which were identified during the training needs analysis or development of performance agreements through personal development plans, to ensure that training undertaken is aligned to the departmental strategic objectives and skills priorities. Due to insufficient budget in the 2018/19 financial, only free courses will be attended by employees, and the training report will be submitted as and when training is conducted.
Purpose/importance	The HRD Strategy is aimed at addressing skills gaps of the department

Source/collection of data	Copy of approved WSP and 2017/18 Annual Training Report submitted to the PSETA
Method of calculation	Simple count: One approved WSP and 2017/18 Annual Training Report
Data limitations	Depends on the accuracy of the training request form, attendance registers and certificates submitted
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Achievement of the planned target, approval and implementation of the WSP
Indicator responsibility	Director: HRM&D

Subprogramme: Financial Management, Accounting and Administration

Strategic Objective Indicators

3. Indicator title	Audit report for the financial year
Short definition	The indicator entails obtaining an unqualified audit opinion from the AGSA for the audit conducted on financial statements
Purpose/importance	Ensures effective and efficient use of financial resources in the department
Source/collection of data	Unqualified audit report from the AGSA
Method of calculation	Simple count: Unqualified audit report from the AGSA
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Unqualified financial audit report
Indicator responsibility	Directorate: Finance

Programme Performance Indicators

4. Indicator title	Percentage expenditure in relation to the allocated budget
Short definition	Amount of budget spent against the budget allocation
Purpose/importance	To assess the institutions capacity to spend against the planned budget
Source/collection of data	IYM, database, BAS Reports, ENE
Method of calculation	Simple count: Amount of budget spent over allocated budget 100%
Data limitations	Challenges with real-time data
Type of indicator	Quantitative
Calculation type	Cumulative (year to date)
Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	Spend 100% of the budget according to the plan
Indicator responsibility	CFO

Programme Performance Indicators

5. Indicator title	Percentage of invoices paid within 30 days
Short definition	The number of invoices paid within 30 days of receipt by the institution against the total number of invoices received by the institution
Purpose/importance	To enable suppliers to have sufficient funding to operate their business and to comply with Section 30 of the PFMA of 1999
Source/collection of data	BAS, Invoices received from suppliers
Method of calculation	Number of invoices paid within 30 days of receipt by the institution over the total number of invoices received by the institution 100%
Data limitations	None
Type of indicator	Quantitative
Calculation type	Non-cumulative

Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	100% compliance with Section 30 of the PFMA of 1999
Indicator responsibility	CFO

Subprogramme: Risk Management

Strategic objective indicators

6. Indicator title	Risk Management Plan approved and implemented
Short definition	Risk Management Plan is a blueprint of the activities that must be performed to ensure adequate and effective practice of risk management
Purpose/importance	The indicator aims to ensure adequate and effective implementation of risk management to provide reasonable assurance that the DoC's Strategic Plan will be achieved
Source/collection of data	Verification of the existence of sources of data related to risk management; Approved Risk Management Plan, Updated Risk Register
Method of calculation	Simple count: Risk Management Plan (including department-wide risk register)
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Biannually
New indicator	No
Desired performance	Risk implementation plan developed and risk assessments performed that will inform the department-wide's risk register
Indicator responsibility	Director: Internal Audit and Risk Management

Programme Performance indicators

7. Indicator title	Number of Risk mitigation/assessment reports compiled
Short definition	Mitigation progress reports provide feedback on the efficacy of the mitigation measures put in place
Purpose/importance	To monitor the implementation of the risk mitigation measures that ensures threats are mitigated and opportunities are fully exploited to achieve the DoC strategic objectives
Source/collection of data	Verification of the existence of sources of data related to risk management; Quarterly Risk Mitigation Progress reports
Method of calculation	Simple count: Four risk mitigation progress reports
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Source updates from subprogrammes and compile risk mitigation progress report at least quarterly
Indicator responsibility	Director: Internal Audit and Risk Management

Subprogramme: Internal Audit

Strategic objective indicators

8. Indicator title	Three-year rolling Audit Strategic Plan 2018-2020 implemented
Short definition	The indicator tracks approval of the three-year risk based internal audit and an updated Annual Operational Plan
Purpose/importance	The indicator aims to ensure that the three-year risk based audit plan is developed with the purpose of providing reasonable assurance on the achievement of DoC strategic objectives
Source/collection of data	Individual audit engagements that are implemented every month as pre-determined in the Internal Audit Annual Plan Approved three-year risk based internal audit plan and an updated Annual Operational Plan
Method of calculation	Simple count: Three-year rolling Audit Strategic Plan approved by the Internal Audit and Risk Committee
Data limitations	None

Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Achievement of the planned target
Indicator responsibility	Director: Internal Audit

Programme Performance Indicators

9. Indicator title	Risk-based internal audit Annual Operational Plan approved
Short definition	The indicator tracks approval of the risk based internal audit plan and operational plan
Purpose/importance	The indicator aims to ensure that an Annual Operational Plan that is aligned to the three-year risk-based audit plan is developed with the purpose of providing reasonable assurance on the achievement of DoC strategic objectives
Source/collection of data	Data is collected from individual engagements that are implemented every month Approved risk-based internal audit plan and an updated Annual Operational Plan
Method of calculation	Simple count: Risk-based internal audit operational plan approved by the Internal Audit and Risk Committee
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Achievement of the planned target
Indicator responsibility	Director: Internal Audit and Risk Management

10. Indicator title	Number of progress report on the implementation of the Annual Operational Plan (covering financial, compliance and performance)
Short definition	The indicator focuses on the number of progress reports produced on assurance and compliance audits
Purpose/importance	The indicator tracks the number of progress reports produced on assurance and compliance audits
Source/collection of data	Monthly reports which are informed by information collected through individual audit engagement that are implemented every month
Method of calculation	Simple count: Four audit reports on the Annual Operational Plan (covering financial, compliance and performance)
Data limitations	None
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continues without change from the previous year
Desired performance	The four progress reports on assurance and compliance audits
Indicator responsibility	Director: Internal Audit and Risk Management

Programme 2: Communication Policy, Research and Development

Strategic objective indicator

1. Indicator title	Audio-Visual and Digital Content Act implemented
Short definition	The indicator is meant to align with the new developments in the sector such as convergence and other related developments. The department will develop Audio-Visual and Digital Content Bill for South Africa in 2018/19 financial year. The process of developing the Bill will be outlined in the Departmental Operational plan and submitted to MANCO for approval. The approval of the Bill and implementation of the Act thereof will be in in the 2019/20 and 2020/21. Targeted stakeholders for consultations are regulators, broadcasters, producers, content provider's telecom service providers, civil society organisations, academia and citizens.
Purpose/importance	To coordinate and integrate all broadcasting related initiatives within the country through a comprehensive broadcasting policy taking into account new trends and developments

Source/collection of data	The <i>White Paper on Audio-Visual and Digital Content Policy for South Africa</i> and consultation documents
Method of calculation	Simple count: Audio-Visual and Digital Content Bill for South Africa developed
Data limitations	Prolonged cabinet and cluster process
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The development and implementation of a comprehensive Audio-Visual and Digital Content Act
Indicator responsibility	Chief Director: Broadcasting Policy

Strategic objective indicator

2. Indicator title	Media Transformation and Diversity Charter implemented
Short definition	<p>The charter will ensure a diverse and transformed media sector that encourages diversity of content and media ownership in a free and democratic society. This is a High level strategic indicator with an element of “implementation” planned and envisioned to be executed during 2019/20 financial year. The concept “Implemented” in this regard means the DoC is monitoring compliance by the communication sector to the policy to ensure transformation.</p> <p>In the 2018/19 financial year, the focus will be on the development of a draft Media Transformation and Diversity Charter. The process of developing the draft charter will be outlined in the Departmental Operational plan and submitted to MANCO for approval. The department is intending to submit the ToR for Media Transformation and Diversity Charter Council to Cabinet for approval and the appointment of the council. Aspects of measuring implementation would be addressed and dealt with during 2020/21 TIDs.</p>
Purpose/importance	Government intends to enhance the information environment by promoting media diversity, so as to include the voices of those historically and currently excluded from the media environment. It also focuses on safeguarding freedom of information and opinion.
Source/collection of data	ToR for the Council to drive the charter, consultation reports with relevant stakeholders
Method of calculation	Simple count: Draft Media Transformation and Diversity Charter developed
Data limitations	Political developments
Type of indicator	Output

Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Indicator responsibility	Chief Director: Broadcasting Policy

Strategic objective indicator

3. Indicator title	South African Audio-Visual Digital Content Industry Strategy implemented
Short definition	The South African Audio-Visual Digital Content Industry Strategy is a response to the DTT in ensuring adequate content for the multiplatform environment i.e. the SABC will have around 20 channels. But also to ensure the sector wide has enough content as the even the subscription broadcasters are migrating to digital environment as DStv has already done so. In 2018/19 focus will be on the development of final draft South African Audio-Visual Digital Content Industry Strategy. The process of developing the draft strategy will be outlined in the Departmental Operational plan and submitted to MANCO for approval .
Purpose/importance	The strategy is intended to support the content/creative industries for the DTT as well as the audio-visual sector. Some of the elements to covered by the Strategy is availability of infrastructure in the provinces within the content generation hubs, it will also emphasise the availability of skills for the audio-visual sector, funding to ensure adequate content.
Source/collection of data	Draft South African Audio-Visual Digital Content Industry Strategy and consultation documents
Method of calculation	Simple count: Final draft South African Audio-Visual Digital Content Industry Strategy developed
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Support the content/creative industries for the DTT
Indicator responsibility	Chief Director: Broadcasting Policy

Strategic objective indicator

4. Indicator title	MDDA Act amendment implemented
Short definition	The indicator is meant to amend the MDDA Act of 2002, so as to insert and amend certain definitions, the procedure for the appointment of Board members; to align the Act with broad-based economic empowerment and electronic communications legislations; to provide for further duties of the agency.
Purpose/importance	To align the Act to the name of the Minister of Communications and the department, and to review the entity's 10-year-old mandate in the digital environment
Source/collection of data	MDDA Amendment Bill and consultation documents
Method of calculation	Simple count: MDDA Amendment Bill developed
Data limitations	Prolonged cabinet and cluster process
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Indicator responsibility	Chief Director: Broadcasting Policy

Programme 3: Industrial Capacity Development

Subprogramme: Broadcasting Digital Migration

Strategic objectives Indicators

1. Indicator title	Analogue Transmission Services Switched-Off in all provinces by 2019
Short definition	The indicator focuses on tracking an analogue signal switched-off and where it was switched off, whether it was in borderline towns or inland provinces. A report will be used to track the analogue signal switched off as a result of the management of the programme. Analogue signal transmissions will be switched off in phases and in 2018/19 focusing on the Free State, North West, Limpopo, Mpumalanga and Northern Cape.
Purpose/importance	Response to analogue-to-digital migration which is linked to a decision made at the United Nations agency, the ITU. This organisation will no longer intervene to protect any country's analogue TV broadcast signals after 17 June 2015, in any instances where these are being swamped by a neighbouring country, unless those signals have been migrated to digital.

Source/collection of data	Statistical information from SAPO and USAASA on STBs produced, distributed, allocated, installed and activated as well as the Sentech analogue switch-off report
Method of calculation	Simple count: Annual analogue signal switched-off report on five provinces (Free State, North West, Limpopo, Mpumalanga and Northern Cape)
Data limitations	Capacity of the stakeholders involved
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Biannually
New indicator	No
Desired performance	Analogue signal switched off by 2019 in all provinces
Indicator responsibility	Chief Director: BDM

Programme Performance Indicators

2. Indicator title	An integrated digital migration communication and marketing strategy for subsidised and unsubsidised markets and implemented
Short definition	Communication and marketing strategy implemented to educate the citizens (those receiving the subsidised STBs and non qualifying) about the digital migrations process. The awareness campaigns may be in the form of Ministerial road shows supported by radio, TV, newspaper advert as well as door-to-door visits in different provinces.
Purpose/importance	To create awareness, educate and inform South Africans about digital migration, including the benefits of digital migration and its significance for the country
Source/collection of data	Invites, programmes, pamphlets and reports of the campaigns, Communication and Marketing Strategy
Method of calculation	Simple count: Communication and Marketing Strategy and Monitoring reports on the implementation of the Communication and Marketing Strategy
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly

New indicator	Yes
Desired performance	All South Africans are informed and educated about the importance and benefits of digital migration
Indicator responsibility	Chief Director: BDM

Programme Performance Indicators

3. Indicator title	Number of reports showing consumer access to digital devices, installations and after care
Short definition	Reports showing effectiveness of consumer access to digital devices, installations and aftercare. Reports will be used to track the uptake of digital migration by consumers as a result of the management of the programme. This would be an analysis of reports from implementing Institutions(SAP,SENTECH,USASSA and SABC).
Purpose/importance	To ensure access to digital broadcasting by assisting the qualifying TV-owning households with subsidised STBs
Source/collection of data	Digital migration implementation statical reports on status of distributing and activation of STBs. Statistical information from SAPO and USAASA on STBs produced, distributed, allocated, installed and activated as well as the Sentech analogue switch-off report
Method of calculation	Simple count: Four quarterly progress reports on consumer access to digital devices , installations and after care
Data limitations	Capacity of manufacturers to produce STB in time. Capacity of the partner Enteties (SAPO and USSASA) to distribute and ensure installations and activations of services to the households
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improve access to digital migration
Indicator responsibility	Chief Director: BDM

Sub programme: Intergovernmental Relations and Stakeholder Management

Strategic objective indicators

4. Indicator title	Number of Mandatory multilateral structures engaged to advance communications/broadcasting positions
Short definition	National communications sector agenda and position advanced regional, African and global through strategic multilateral partnerships. The concept “coordinated” in this regard means there will be convening of strategic multilateral partnerships in the national communications sector agenda. The aspects of measuring coordination would be addressed by compiling the country report on positions of the “Mandatory multilateral and partnerships harmonised and agreements negotiated and concluded”. Mandatory multilateral partnerships refers to engagements that have agenda items that impacts on the Communication and broadcasting sector. The structures that will be engaged include the WIPO, ITEC, ITU, SADC and ATU.
Purpose/importance	Creation of enabling environment and the legal bases for interaction and engagement with other countries and development partners for investment, trade and transfer of technology
Source/collection of data	Draft agreements, reports and briefings of negotiation meetings, status reports of workshops and participation
Method of calculation	Simple count: Reports on Four multilateral structures engaged (WIPO, ITEC, ITU, SADC, ATU)
Data limitations	Prolonged conclusion of multilateral agreements
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Strategic engagement of partners with regional, African and global structures
Indicator responsibility	Chief Director: Intergovernmental Relations and Stakeholder Management

5. Indicator title	Number of bilateral engagements coordinated to advance Digital Migration and Communication agenda
Short definition	Coordination of engagements with countries that have same interest with South Africa on the communication agenda. Bilateral relations are mainly conducted through formally accredited missions that spearhead daily the promotion of the national interests of the sending country. The concept “coordinated” in this regard means organising or participating in stakeholder engagements and ensuring participation by DoC stakeholders and its intergovernmental partners. The aspects of measuring coordination would be addressed in the quantitative form of compiling the detailed reports on the number of stakeholders engagements that took place. Some of the stakeholders that will be engaged include the Department of International Relations and Cooperation, seven bilateral engagements coordinated (Russia, Namibia, Lesotho, Botswana, Swaziland, Ethiopia and China).
Purpose/importance	Bilateral mechanism is one of the most important and valuable foreign policy instruments to coordinate South African positions and activities towards a particular country and to advance South Africa’s key priorities
Source/collection of data	Report on numerous regularised and formalised meetings that South Africa(DoC) has with other countries. Bilateral engagements signed
Method of calculation	Simple count: Seven reports on the bilateral engagements with countries: China, Russia, India, Lesotho, Botswana Rwanda and the UK
Data limitations	Unavailability of stakeholders and postponement of meetings
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	South Africa’s key priorities on Information and Communications Technology coordinated and advanced
Indicator responsibility	Chief Director: Intergovernmental Relations and Stakeholder Management

Programme performance indicators

6. Indicator title	Number of position papers tabled at multilateral engagements
Short definition	Positions papers developed in supporting the South African international economic and sector to access international markets include participating in trade negotiations. In the current financial year the focus will be on position papers for WIPO Broadcasting Treaty and WRC -19.
Purpose/importance	Countries position on information, broadcasting and communications programmes implemented and monitored within relevant forums.
Source/collection of data	Position papers and forum conference reports
Method of calculation	Simple count: Two position papers (WIPO Broadcasting Treaty and WRC -19)
Data limitations	Postponement of forum meeting by international stakeholders
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Communications programmes advanced regionally and internationally
Indicator responsibility	Chief Director: Intergovernmental Relations and Stakeholder Management

Programme 4: Entity Oversight

Subprogramme: Strategy and Policy Alignment

Strategic objective indicators

1. Indicator title	Number of shareholder compact and accountability instruments signed
Short definition	Shareholder compact, accountability instruments signed between ICASA, SABC, FPB, Brand SA and MDDA and the Minister of Communications reflecting the priorities that should inform the APP and corporate plans of entities
Purpose/importance	It is required by Treasury Regulations to document the mandated key performance measures, and indicators and targets to be attained by the public entities
Source/collection of data	Entity Oversight Programme will coordinate the development and signing of shareholder compacts, accountability instruments with public entities within the communication portfolio for approval by the Executive Authority

Method of calculation	Simple count: Two shareholder compacts (SABC and Brand SA), three accountability agreements (MDDA, ICASA and MDDA) signed for the 2019/20 financial year.
Data limitations	Prolonged negotiations with the Boards of SOC's
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Performance of public entities monitored and reported on
Indicator responsibility	Chief Director (CD): Entity Oversight

2. Indicator title	Number of SOC's QPR sessions coordinated
Short definition	The department will use the QPR sessions for SOC (SABC, MDDA, ICASA, FPB and Brand SA) to provide progress on the implementation of the APP/corporate plans in the previous quarter, with particular reference to monitoring delivery against quarterly performance targets.
Purpose/importance	To assess entities' performance against the targets in the APP and corporate plans, to identify areas of non-compliance and corrective measures. Performance information plays a significant role in planning for and measuring the priorities of government, budget allocations and the monitoring of service delivery and value for money.
Source/collection of data	QPR reports from public entities and analysis reports submitted to SOC's
Method of calculation	Simple count: 20 reports on QPR sessions (SABC, MDDA, Brand SA, FPB and ICASA)
Data limitations	Cancellation of sessions
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Public entities' performance monitored
Indicator responsibility	Acting DDG: Entities Oversight

3. Indicator title	Number of reports on the governance and financial viability of entities (ICASA, FPB, SABC, BrandSA and MDDA) compiled
Short definition	Monitor governance matters of four public entities reporting to the Minister of Communications to ensure sustainability and viability
Purpose/importance	To ensure adherence of relevant founding legislation by all SOC's and improved service delivery
Source/collection of data	Public entities' governance framework and status report on state of SOC's
Method of calculation	Simple count: 10 reports on the governance and financial viability of entities (ICASA, FPB, SABC, BrandSA and MDDA)
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Biannually
New indicator	Yes
Desired performance	Public entities' performance monitored
Indicator responsibility	CD: Entity Oversight

Programme Performance Indicators

4. Indicator title	Number of Quarterly Performance Review (QPR) reports submitted to SOC's
Short definition	Analysis of quarterly reports of entities to assess their performance and progress towards achievement of the planned deliverables and submit feedback to reports to the SOC's (SABC, MDDA, ICASA and Brand SA)
Purpose/importance	To assess entities' performance against the targets in the APP and corporate plans, to identify areas of non-compliance and corrective measures.
Source/collection of data	QPR reports from public entities and analysis reports submitted to SOC's
Method of calculation	20 performance review reports submitted to SOC's (SABC, MDDA, Brand SA, FPB and ICASA)
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative

Reporting cycle	Quarterly
New indicator	No
Desired performance	Public entities' performance monitored
Indicator responsibility	CD: Entities Oversight

5. Indicator title	A strategy to provide effective oversight to all entities implemented
Short definition	The department will develop the strategy for the oversight on all its entities, which will be a guiding document for the department on functioning of its public entities
Purpose/importance	To provide oversight role to all DoC's five listed public entities reporting to the Minister of Communications
Source/collection of data	Stakeholder consultations, strategy document and monitoring reports
Method of calculation	Simple count: An approved Entity Oversight Strategy. One consultation report and one oversight monitoring report on effective functionality of all entities
Data limitations	Entities' systems and compliance
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Effective oversight role on public entities' performance monitored
Indicator responsibility	DDG/CD: Entities Oversight





Annexure B:

Amendments to the Revised 2015/16 Strategic Plan

Programme 1: Administration

The following amendments have been affected to the 2015/16 Strategic Objectives as captured in the revised 2015/16 Strategic Plan.

Amended Objectives

STRATEGIC GOALS	OLD STRATEGIC OBJECTIVES	AMENDED STRATEGIC OBJECTIVES
Strategic Goal 1: Ensure compliance with statutory requirements and good governance practices by 2019.	Ensure viability and sustainability of SOCs by 2019	Ensure SOC adherence to good governance and Financial stability by 2019
Strategic Goal 3: Transformed communications sector	Manage digital broadcasting migration by 2019	Ensure the country migrates from analogue to digital broadcasting by 2019

Amendments to the Objective Statements ,Programme Performance indicators and targets

Strategic Objective	The new Objective Statement	Nature of amendment	Motivation/Explanation
Ensure compliance with statutory requirements and good governance practices by 2019.	<p>The objective is to maintain a sound system of internal controls resulting in improved service delivery audit outcomes. Over the next five-year period, the DoC will measure performance as follows:</p> <ul style="list-style-type: none"> • development and implementation of HRM&D plans in accordance with applicable legislation and guideline and reports annually. • unqualified audit opinion for the DoC as well as ensuring spending 100% of the budget according to the plan as well as 100% payment of all compliant invoices within 30 days. • Develop Risk Management Plan and Risk Mitigation Progress Report • ensure the approval and implementation of the internal audit policy annually and three-year Rolling Strategic Plan and Annual Operational Plan 2016 – 2019. 	<p>Added measures to the objective statement</p> <p>The indicators and target on Assets Register, financial statements and procurement plans were removed.</p>	<p>There are new indicators and target added to contribute to the achievement of the strategic objectives.</p> <p>The added measure were raised as areas of improvement by the AGSA The objective statement is revised to ensure alignment between the Strategic Plan and APP.</p> <p>The deleted indicator should be moved to the departmental operational plan since it is process orientated.</p>

Improve universal access to broadcasting services and information by all citizens in 2019	<ul style="list-style-type: none"> The objective is to conduct research and develop communication and broadcasting legislation and strategies to improve universal access to broadcasting services. Over the next five-year period, the DoC will measure performance through the approval, implementation and monitoring of Audio-Visual and Digital Content Act. 	The indicator and target on community broadcasting support strategy and Regulatory Policy Framework of the national public broadcasting service corporation were removed.	The removed indicators will be moved to the departmental operational plan as it involves internal departmental processes.
Support the growth and development of the creative industries sector by 2019	The objective is to build a competitive communications industry through the implementation of targeted interventions to support the growth and development of the creative industries. Over the next five-year period, the DoC will measure performance through the development and implementation of the Media Transformation and Diversity Policy and charter.	The indicator and target on the SABPAB report submitted to the Executive Authority is removed.	The removed indicators will be moved to the departmental operational plan as it involves internal departmental processes.
Ensure viability and sustainability of SOCs by 2019	The objective aims to facilitate the implementation of public entities governance oversight policy, to ensure the viability and sustainability of SOCs.	The indicator and target on the 60 funding requests compliant to the draw-down conditions is removed.	The removed indicators will be moved to the departmental operational plan as it involves internal departmental processes.
Ensure the country migrates from analogue to digital broadcasting by 2019	<p>The objective is to manage digital broadcasting migration to ensure the successful migration from analogue to digital television in South Africa.</p> <ul style="list-style-type: none"> Over the five year period, the DoC will measure performance through: switching-off of analogue signal by 2018/19 Implementation of a BDM Communications Strategy Monitoring consumer access to digital devices, installations and aftercare. 	The indicators and target on 10 awareness campaigns coordinated is replaced by overall implementation of the BDM communications Strategy.	There is a new indicators and target added to contribute to the achievement of the strategic objectives.

ABBREVIATIONS AND ACRONYMS

ADG	Acting Director-General
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ATU	African Telecommunications Union
BAS	Basic Accounting System
BDM	Broadcasting Digital Migration
Brand SA	Brand South Africa
DDG	Deputy Director-General
DG	Director-General
DoC	Department of Communications
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DTT	Digital Terrestrial Television
ECA	Electronic Communications Act
FPB	Film and Publication Board
GCIS	Government Communication and Information System
HRM	Human Resource Management
HRM&D	Human Resource Management and Development
HRP	Human Resource Plan
ICASA	Independent Communications Authority of South Africa
IMT	Information and Technology Management
ITU	International Telecommunications Union
MANCO	Management Committee
MDDA	Media Development and Diversity Agency

MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NDPW	National Department of Public Works
NFVF	National Film and Video Foundation
PFMA	Public Finance Management Act
PPP	Public-Private Partnerships
PRC	Presidential Review Commission
PSETA	Public Service Sector Education and Training Authority
PYP	Play Your Part
SABC	South African Broadcasting Corporation
SABPAB	South African Broadcast Production Advisory Body
SADC	Southern African Development Community
SAPO	South African Post Office
SCM	Supply Chain Management
SKA	Square Kilometre Array
SMME	Small, medium and micro enterprise
SOC	State-owned company
STB	Set-top box
TID	Technical Indicator Description
WIPO	World Intellectual Property Organisation
WRC	World Radiocommunication Conference
WSP	Workplace Skills Programme

CONTACT DETAILS

DoC Head Office

Physical address: Tshedimosetso Building

Physical address: Tshedimoseiso House, 1035 cnr Frances Baard and Festival streets, Hatfield, Pretoria

Postal address: Private Bag X745, Pretoria, South Africa, 0001

Switchboard: +27 12 473 0000/1

Email: *information@doc.gov.za*

Website: www.doc.gov.za

Minister

Ms Nomvula Mokonyane, MP

Department of Communications

Postal address: Private Bag X745, Pretoria 0001

Street address: Tshedimosetso House, 1035 cnr Frances Baard and Festival streets, Hatfield, Pretoria, 0083

Deputy Minister

Ms Pinky Kekana, MP

Department of Communications

Postal address: Private Bag X745, Pretoria 0001

Street address: Tshedimosetso House, 1035 cnr Frances Baard and Festival streets, Hatfield, Pretoria, 0083

Director-General

Mr Thabiso Thiti (ADG)

Department of Communications

Postal address: Private Bag X745, Pretoria 0001

Street address: Tshedimosetso House, 1035 cnr Frances Baard and Festival streets, Hatfield, Pretoria, 0083

Email: dgdoc@doc.gov.za

NOTES

Vibrant and sustainable communication services for an informed citizenry and a positive image of South Africa

Tshedimosetso House

1035 Frances Baard Street (corner Festival Street) HATFIELD, Pretoria

Tel: 012 473 0000

RP83/2018

ISBN: 978-0-621-46188-6