

Annual Performance Plan

2019/20 – 2021/22





Table of Content

Foreword by the Minister	1
Foreword by the Deputy Minister.....	3
Overview by the Accounting Officer.....	5
Official Sign-off	7
Part A: Strategic Overview	8
1. Vision	9
2. Mission	9
3. Value Statement.....	9
4. Mandate	9
5. Planned Policy and Legislative Initiatives	10
6. Updated Situational Analysis.....	10
6.1 Performance Environment	10
6.1.1 Summary of key areas of service deliver over the medium term	10
Key departmental risks.....	12
6.1.2 Regulatory environment trend analysis for the broadcasting environment	14
6.1.3 Summary of key service delivery over the 2019/20 to 2021/22 medium term	14
6.1.3.1 Implications of the 4IR.....	14
6.1.3.1 Broadcasting Digital Migration.....	16
6.1.3.2 Audio-visual and digital SMME support programme	20
6.1.3.3 South African local audio-visual and digital content support.....	22
6.1.3.4 The media transformation and diversity charter.....	22
6.1.3.5 SOE reforms and rationalization	24
6.2 Organisational environment	25
6.2.1 Personnel information	25
6.2.2 Organisational Structure	27

7.	2019/20 Budget MTEF estimates	28
7.1	Expenditure analysis	29
8.	Description of the Strategic Planning Process	30
8.1	Monitoring and reporting of the APP 2017/18	31
8.2	Risk Statement.....	31
8.2.1	DoC key principles in managing risk.....	31
9.	Alignment to the NDP and MTSF	34
9.1	Outcome 14: Nation-building and social cohesion	34
9.1.1	Impact (or outcome) indicators.....	37
10.	Strategic Outcome Oriented Goals	37
Part B: Departmental Programmes Strategic Objectives		38
11.	Departmental Programmes Strategic Objectives	39
11.1	Programme 1: Administration	39
11.2	Programme 2: Communications Policy, Research and Development.....	44
1.3	Programme 3: Industry and Capacity Development.....	47
11.4	Programme 4: Entity Oversight	53
Part C: Links to Other Plans.....		55
12.	Long-term infrastructure and capital plans	56
13.	Conditional Grants	56
14.	Public Entities.....	56
15.	Public-private Partnerships (PPPs).....	58
Annexure A: Technical Indicator Description (TID).....		59
Programme 1.....		60
Programme 2.....		64
Programme 3.....		66
Programme 4.....		71
Annexure B: Amendments to the Revised 2015/16 Strategic Plan.....		72
Abbreviations and Acronyms.....		76



Foreword by the Minister (Draft)

This Annual Performance Plan (APP) encapsulates the Department of Communications's (DoC) predetermined objectives for the 2019/20 financial year as well as the performance targets we have set in the pursuit of our mandate. The primary mandate of the department, among others, is to develop an overarching communications and broadcasting policy and strategy. Furthermore, the department aims to build a capable Fourth Industrial Revolution (4IR) staff complement that will

be responsive to the constantly evolving information and communications technology (ICT) sector. Our approach seeks to place people at the heart of the 4IR conversation in line with our historical call to "Transform the Economy to Serve the People." This will only be realised when we all strive to build a capable 4IR Army.

In order for this army to be effective, there is a need to change legislation and regulatory frameworks which were previously voice-oriented. We will therefore put in place legislative and policy frameworks that respond to the data-centric environment. We aspire to contribute towards the betterment of the lives of all South Africans by providing information in our quest to build and maintain an informed citizenry. Access to information remains one of the key priorities of our department, and it is in this context that the acceleration and completion of rolling out Broadcasting Digital Migration (BDM) remains key deliverables for the department.

The Broadcasting Digital Migration [BDM] project management office will now re-sequence the provincial Analogue Switch Off plan to enable the early release of the high demand spectrum. Furthermore the project will prioritise the areas close to our borders with our neighbouring countries to avoid signal interferences. The implementation plan for BDM approved by Cabinet in 2018 indicates that all analogue transmitters in the country should be switched off by June 2020. Project progress reports will be presented to Cabinet in this regard.

The ever changing digital environment brought about by the convergence of technologies is an inevitable reality. It is in this context that the department is reviewing policies that have become archaic, and are unable to address the new environment and reposition the industry for the future, and attract local and foreign investment.

The Media Transformation and Diversity Policy is high on our agenda. The department will endeavour to conclude the Print Media Transformation Policy and a Charter to achieve the maximum adherence to the Broad-Based Black Economic Empowerment (B-BBEE) scorecards with all its elements. For the 2019/20 financial year, the department will conclude a B-BBEE procurement policy in order to accelerate transformation in line with the B-BBEE Act, 2003 (Act 53 of 2003).

The DoC has finalised the Community Broadcasting Scheme, which aims to provide sustainable funding assistance to community radio stations. However, governance and sustainability of community media remain a concern for the department. Some of these issues were sharply raised in the Community Media Summit that was held in Johannesburg in June 2018. We have made an undertaking as the department together with the Media Development and Diversity Agency (MDDA) to assist the community media with governance and sustainability building programmes. This is part of efforts to build capacity in this sector.

Our APP is also developed to respond to government's initiative of identifying the ICT sector as one of the key enablers for economic growth, job creation and socio-economic transformation.

The DoC will continue to work with our state-owned entities (SOEs) to deliver on their mandate. Government recognises the role that the South African Broadcasting Corporation (SABC) plays in society. Therefore, it is committed to the development of a sustainable and relevant public broadcaster, which is accountable to the shareholders, the public and Parliament.

We are on a path towards realizing the genesis of a new epoch as we undertake the next 12 years by which we must achieve our national developmental objectives as set out in the National Development Plan (NDP): Vision 2030. We need to digitize our country's communications, broadcast, information dissemination and SOEs, in order to connect a critical link of empowerment and information between South Africa and the progressive parts of the world that are leading major industries of the 4IR.

On my appointment as the Minister of Communications, and Telecommunications and Postal Services, I made an undertaking to work closely with organised labour and entities under the portfolio and staff to ensure that the transition of merging the two departments (Telecommunications and Postal Services and DoC) is seamless and smooth.

I have full confidence on Team DoC to take on the challenge of delivering on our priorities with a realisation of the impact that we can make in the lives of fellow South Africans through ICTs.



**MS STELLA NDABENI-ABRAHAMS, MP
MINISTER**

DATE: 2019-04-05





Foreword by the Deputy Minister (Draft)

The development of a Global Information Society is characterised by evolving policy and regulation, ever-changing technologies and unpredictable market dynamics. These conditions call for ICT players, government, operators, policymakers and regulators to constantly adapt in order to ensure that they meet challenges the ICT revolution throws at us. The 4IR represents a major change in the way we live and how we structure our communications industry. The industry must understand the skills required by the sector to participate meaningfully and benefit from the opportunities brought by the 4IR.

The DoC is perfectly positioned to provide solutions on how government can interact and communicate with citizens seamlessly, both virtually and physically. We are continuing to establish partnerships with various stakeholders in the sector – big, small, corporate and non-governmental – in our quest to provide quality services to our people. Part of our work in the DoC is about laying a platform for communication to act as a unifying force. Thus part of the mandate is to assist the process of building a united, more equitable and socially cohesive nation. As a nation we have more in common than that which divides us. Let us therefore continue to work together to build a united and prosperous South Africa.

During the 2018/19 financial year, I was entrusted to oversee the work of the Film and Publication Board (FPB) and the MDDA. These institutions play a vital role in giving true meaning to our mission of ensuring that ours is participatory democracy in which the people truly govern. In this regard, this means that we are vested with the responsibility to ensure that our people have access to as diverse information and knowledge as exist in the world.

The mandate of the FPB is derived from the Constitution of the Republic of South Africa of 1996. Despite the well-intended role of regulating for the preservation of progressive values and norms, the FPB has encountered

challenges, largely due to policy constraints. Cybercrime and cybersecurity are two sides of the same coin which are at war with each other. On one hand are highly skilled criminals who use technology for criminal activities and on the other side are individuals who use it to protect the public. The skills of these individuals are usually the same. It is within this context that the DoC together with its FPB have been hard at work to finalise the Bill that will, among other things, deal with issues of cybercrime. The Select Committee on Communications and Public Enterprises met to finalise this Bill on 24 October 2018. The Bill will now be referred to the President for endorsement.

Since 1994 the footprint of community media has grown significantly and has begun to emerge as an alternative voice to the mainstream media. We must therefore ensure community media remains true to the objective of providing information to the many South Africans who ordinarily do not have access to the media.

Over the years, the community radio and print media sectors have been playing an important role of being the training ground for the next generation of media practitioners and cultural workers.

However, as we have come to learn in the numerous interactions we have had with this sector, numerous challenges remain which pose a serious threat to the continued existence of these sectors. These, among others, relate to ownership and uncompetitive behaviour by various mainstream media companies, red tape in government which impacts on revenue generation and therefore the sustainability of community media platforms. Therefore, the imperative for the MDDA to intensify its support for the community media sector can never be understated.

We held an important Community Media Summit which found solutions to support all initiatives that promote media freedom and a greater diversity. Effective implementation of these and other programmes and initiatives will set our country on a higher growth trajectory than currently projected. The summit revealed the financial and organisational weaknesses in individual stations or community print media projects which require some attention.

The summit brought all sectors of the community media – including print, radio, television (TV) and multimedia, together with government and relevant stakeholders – to explore new and innovative solutions to the challenges facing the sector for the short, medium and long-term. The department will now be focusing on the governance and suitability of the sector.

This APP represents our medium to long-term road map as we strive towards the realisation of our goal of creating a better life for all our people.



MS PINKY KEKANA, MP
DEPUTY MINISTER OF COMMUNICATIONS

DATE: 2019-04-05





Overview by the Accounting Officer

I am indeed honoured to present the 2019/20 – 2021/22 APP of the DoC that is informed by the Revised Strategic Plan of the past cycle, which is a five-year strategic vision. The development of our APP and its Strategic Plan is predicated on the NDP: Vision 2030 from which the Medium Term Strategic Framework (MTSF) and the 14 strategic outcomes are derived. The fluidity and unpredictable nature of the broadcasting space require us to consistently adjust and align our strategies in order to ensure that access to information by every citizen in the country becomes a reality. Our priority is to build capacity in the area of broadcasting policy and regulation to create sustainable industry that is adaptable to disruptive technologies, especially the 4IR.

We have during the year commenced with the comprehensive review of our decades-long Broadcasting Policy. This exercise started with a two-day South African Public Broadcasting Policy Review Colloquium in September 2018. The colloquium brought together international and national policy experts, as well as key stakeholders in the public broadcasting field. Participants shared information on key topics such as the demands of the 4IR as well as collaborative opportunities and strategies aimed at strengthening the SABC. Contributions from delegates who attended the colloquium were incorporated into an updated Audio-Visual and Digital Content Strategy, which will form a cornerstone of the review of our policies to enable the 4IR and the digital economy.

The founding mandate of the DoC is, among others, to:

- develop an overarching communications and broadcasting policy and strategy;
- provide an enabling environment for information dissemination to promote an informed citizenry; and
- brand South Africa abroad to promote investments, economic growth and job creation.

Following the President's recent announcement of the impending merger of the Department of Telecommunications and Postal Services (DTPS) and the DoC, this mandate will still continue albeit in the changed landscape. This merger ensures policy certainty, continuity and reduces duplication, and more importantly provides immense opportunities to facilitate the growth of the communications industry.

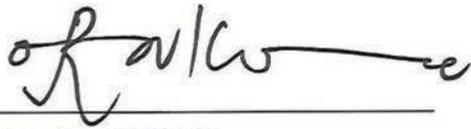
This APP captures the list of activities which the department will undertake in pursuit of this mandate. High on the agenda during the medium term include:

- completion of the BDM project;
- Review of Broadcasting Policy, and;
- SOE review and rationalisation.

In pursuit of these critical tasks, while creating a new organisation of the 4IR the two departments have started to engage with each other with a view to prepare for the future. This has been enabled by engagements with the Minister and Deputy Minister. Our task remains the need to positively change the lives of South Africans, particularly the unemployed youths who look up to government.

The entire DoC team commits to carry this task in a prudent, accountable and a transparent manner especially when it comes to managing the resources that we have been entrusted with by the people of South Africa.

This APP reflects how we intend to use and account for these resources during this medium term.



MR ROBERT NKUNA
DIRECTOR-GENERAL

DATE: 2019-04-05



Official Sign-Off

It is hereby certified that this APP was developed by the management of the DoC under the guidance of Minister Stella Ndabeni-Abrahams, 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 in 2019/20 to 2021/22.

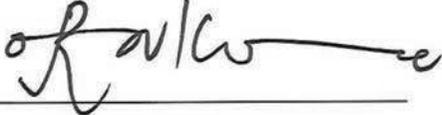
Ms Makgopong Thindisa

Chief Financial Officer (CFO)

Signature:  _____

Mr Robert Nkuna

ADG and Accounting Officer

Signature:  _____

Ms Mathope Thusi

Chief Director: Corporate Services

Signature:  _____

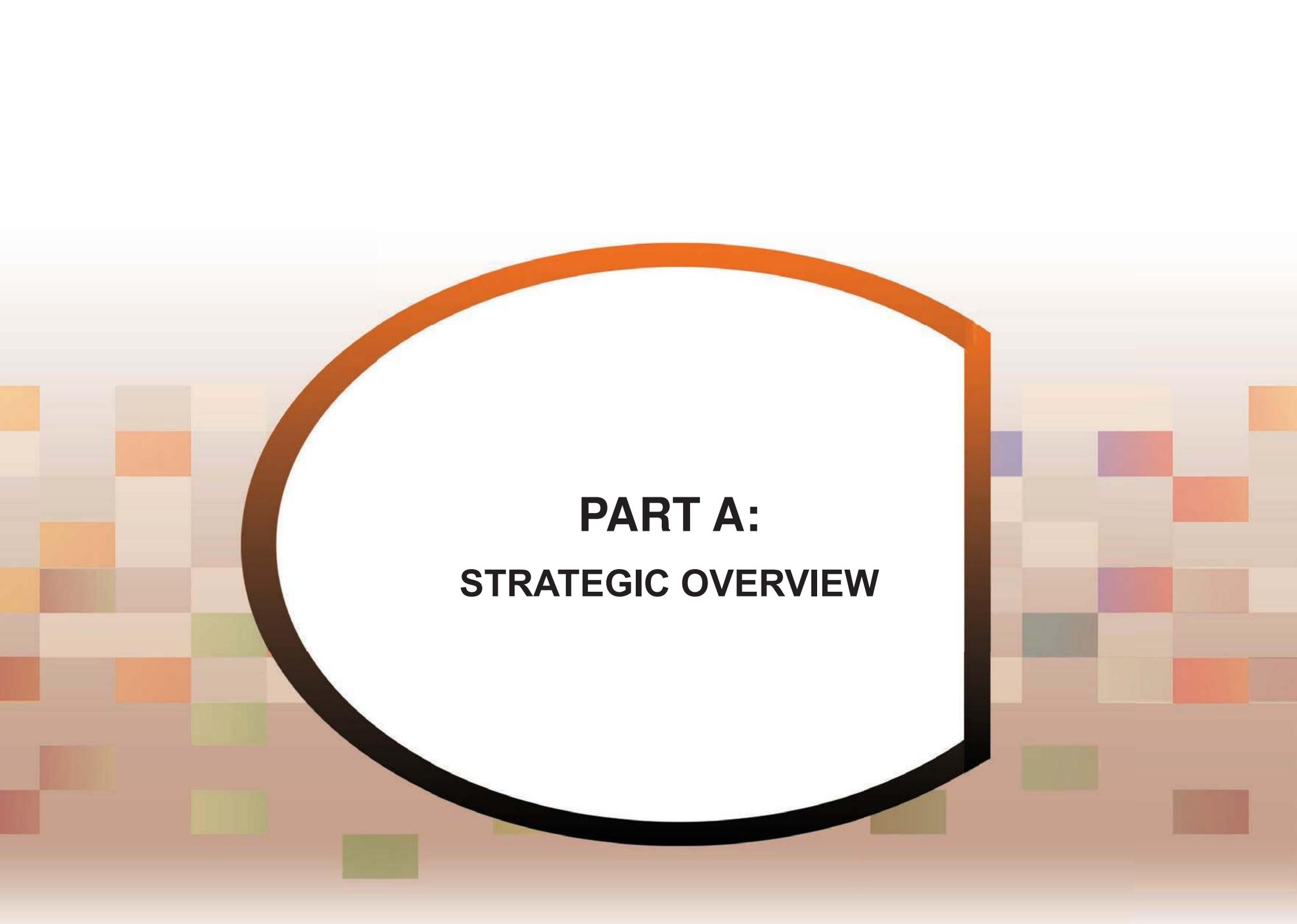
Ms Stella Ndabeni-Abrahams, MP

Minister of Communications

Executive Authority

Signature:  _____

Date: 2019-04-05



**PART A:
STRATEGIC OVERVIEW**

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

- o Certainty of the policy environment
- o People centred
- o Quality standards of products and services
- o Integrity
- o Responsiveness
- o 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 International Telecommunication Union (ITU) and the World Intellectual Property Organisation (WIPO).

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

- Films and Publications Act, 1996 (Act 65 of 1996).
- Broadcasting Act, 1999 (Act 4 of 1999).
- MDDA Act, 2002 (Act 14 of 2002).

- Independent Communications Authority of South Africa (ICASA) Act, 2000 (Act 13 of 2000).
- Electronic Communications and Transactions Act, 2002, (Act 25 of 2002).
- Electronic Communications Act (ECA), 2005 (Act 36 of 2005).

5. PLANNED POLICY AND LEGISLATIVE INITIATIVES

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

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 SABC Board, appointment procedure for the non-executive board of directors as well the removal and resignation of non-executive members of the Bboard.

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

6. UPDATED SITUATIONAL ANALYSIS

6.1 PERFORMANCE ENVIRONMENT

6.1.1 SUMMARY OF KEY AREAS OF SERVICE DELIVERY OVER THE MEDIUM TERM

The 2017/18 financial year marked the first Medium Term Expenditure Framework (MTEF) cycles (2015/16 to 2017/18) for the DoC. The department achieved 63% in the 2015/16 financial year and 76% in the 2016/17 financial year. The achievement for the MTEF period is highly commendable given the limited budget and resources. Efficient communications systems provide socio-economic opportunities which result in a positive multiplier effect such as better accessibility to markets, employment and additional investments. However, communications systems that are deficient in terms of capacity or reliability can have a negative economic impact such as negative investor confidence that will result in reduced inward investments and limited socio-economic opportunities.

S	<ul style="list-style-type: none"> • Political support. • Systems, policies and skilled personnel in place. • Established partnerships (organisations like National Association of Broadcasters and National Community Radio Forum) to partner with. • DTT (Go Digital platform) will likely preserve the viewership on TV sets. • Participation of the DoC in the South African Audio Visual Forum (SAAVF).
W	<ul style="list-style-type: none"> • Inconclusive legislative reviews. • Ineffective governance frameworks and instruments. • Vacant executives and boards positions. • Insufficient capacity (HR and funding – SOEs not financially viable). • Not addressing gender imbalances and parity in the media.
O	<ul style="list-style-type: none"> • A new converged communications landscape. • Availability of high quality/high definition digital TV channel. • The OTT services providers for media have begun to invest in content production. • 4IR infrastructure capabilities. • Online broadcasting provides ownership of content and Intellectual Property. • Income opportunities for small, medium and micro enterprises (SMMEs) are obtainable through online platforms. • Attracting potential local content creators and producers. • Stakeholder buy-in (such as SABC, Media, ICT Sector Education and Training Authority; Department of Small Business Development; Department of Trade and Industry; SAAVF; National Film and Video Foundation; Council for Scientific and Industrial Research, and Department of Arts and Culture)
T	<ul style="list-style-type: none"> • Inadequate awareness about the effectiveness and impact of community media's role on social cohesion and nation-building. • Lack of readily accessible funding for innovation in the broadcasting and media sectors. • Competitions from other delivery platforms and services in the broadcasting and media industries. • Challenges of monitoring online content. • Low availability of local language content and substandard content in FM channels. • High cost of data and slow broadband penetration will limit access and consumer spending on Internet-based audio-visual content. • Delay on DTT migration. • Lack of intellectual property in traditional broadcasting.

Key Departmental risks

NO	RISK DESCRIPTION	MITIGATION PLAN
1	Misalignment between the departmental and the entities processes and/or activities (i.e. risk management framework and strategic plans).	Review the current framework to ensure a more consistent and common management approach.
2	Inability to deliver on the key departmental mandate.	Revise the current operating model to ensure that it provides for challenges faced by the department.
3	Unavailability of the departmental ICT infrastructure.	The ICT infrastructure will be available after the reconfiguration of the departments.
4	Failure to put adequate systems or internal controls in place (i.e. regulating the policy space) ultimately leading to department and policy regulators being irrelevant to the industry.	To engage in policy research in order to develop a framework that will respond efficiently and effectively to OTT and 4IR issues.
5	Poor planning and coordination of the BDM project, which will result in switch-off not happening place as per approved timelines.	Revise the current delivery model (i.e. focusing on encouraging broadcasters in implementing compelling content on the DTT, encouraging the regulator to license free-to-air broadcasters on DTT).

The broadcasting sector in general has been facing a very challenging funding environment over the last few years with diminishing advertising revenues for traditional broadcasters. The rapid changes occurring in the environment mean that the policies governing the sectors are no longer adequate. It is for this purpose that the department intends to finalise the on Audio-Visual and Digital Content Strategy for South Africa. The strategy ushers a new environment that looks at the South African communications industry in a multichannel and digital environment. Licensing framework, ownership and control measures, regulatory environment, skills development and institutional framework have to be inevitably looked anew so as to build a new industry that is attractive to investment and fulfils the aspirations of the NDP. Subject to Cabinet approval, the new draft policy will be consulted with stakeholders during the financial year. Upon completion, a number of Bills will be fast-tracked as part of its implementation.

To ensure transformation of the media sector, the DoC developed a discussion document on the Media Transformation and Diversity Policy. We hope to engage in stakeholder consultation on this critical work during the financial year.

The media diversity and transformation discussion paper highlights the following proposals:

- The agencies responsible for ensuring media diversity must be strengthened.
- The role of government, through agencies such as the MDDA and the Universal Service and Access Agency of South Africa (USAASA), 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 inadequate.
- Legislation on government advertising must be tightened to ensure that it corrects market failures and promotes diversity.
- The 30% government adspend to community media must be enforced across national, provincial and local government.

The approved Media Diversity and Transformation Discussion Paper will be used in the 2018/19 financial year as a basis for the development of the Media Transformation Charter in line with B-BBEE to ensure transformation in the sector by 2019. The DoC also continued to monitor implementation of the Community Broadcasting Support Strategy, with focus on the delivery of broadcasting infrastructure and signal distribution. The monitoring covered infrastructure support provided to community radio stations and non-financial support activities coordinated to support the community broadcasting sector.

The Minister of Communications is empowered by Section 38 of the Broadcasting Act of 1999 to establish the South African Broadcast Production Advisory Body (SABPAB) to advise the Minister on how the development, production and display of local TV and radio content can be supported. During the period under review, the SABPAB produced reports focusing on funding and skills for the creative sector. The objective of the report on funding is to review the applicable funding system, exploration of untapped funding mechanisms, and to strengthen and support the financial capacity of the cultural and creative sector to operate transnationally. This will help in pursuing the NDP priorities of job creation and economic growth. Some of the recommendations from the report include the need for the country and the sector to develop and implement strategies to develop the skills needed for the audio-visual sector as well as the establishment of an Audio-Visual Skills Development Fund to provide training in line with the current trends and technologies. It also indicates the crucial need for interdepartmental collaboration of relevant departments and their entities for continuous engagement and strengthening of the audio-visual sector skills development agenda.

We remain committed to accelerating the implementation of the BDM Programme in line with the plan approved by Cabinet in September 2018. The extensive work carried out in the Free State during the 2018/19 financial year has built a formidable foundation to accelerate the project. This will be a model to be replicated in other provinces for it provided valuable lessons for forging partnerships with other national and provincial departments, and local municipalities.

In linking our initiatives with the Nine-Point Plan on boosting the role of SOEs, the department aims to drive an effective Entity Oversight which oversees planning, budgeting and reporting processes in the public entities within its portfolio to enable them to meet government's policy objectives in a financially sustainable manner. Funding for these activities is provided through the Programme: Entity Oversight, which has an allocation of R4,4 billion over the medium term.

In ensuring the viability and sustainability of SOEs, 29 funding requests were processed and funds transferred. The programme continued with implementing the governance protocols and coordinated eight entity governance forums as per governance policy during the period under review. A joint planning session was held between the department and SOEs to ensure alignment of plans. Furthermore, SOEs submitted their first and second draft APPs for analysis to ensure alignment to departmental priorities. Feedback was provided to the entities highlighting areas of improvements in preparation for tabling the 2018/19 APP in Parliament.

However, the impending merger with the DTSPS means a review of the entities to eliminate duplication is inevitable. For this purpose a comprehensive review of entities within this portfolio will occur during the medium term. Those relevant will have their mandate strengthened while those considered surplus to the requirement, given the changed environment, may be merged or collapsed. This will be a transparent and inclusive process.

6.1.2 REGULATORY ENVIRONMENT TREND ANALYSIS FOR THE BROADCASTING SECTOR

a) Some of the key challenges the industry is facing now and in the future:

Disruptive forces are changing the Industry: While traditional platforms still capture large audiences, the traditional broadcasting model is in structural decline in TV subscribers, a decline in revenues and leading to a decline in support of broadcasters' ability to spend on high-quality content. These OTTs are now competing with traditional broadcasters for original content and are increasing their competitiveness by attaining global rights. These global companies are able to leverage their investments over a worldwide audience base. Despite their presence in the market, they are not currently required to contribute financially to support creative content. This causes significant disruption in the support and creation of content and challenges the health of the overall media industry.

Broadcasting Policy in the Digital Age: The existing policy and regulatory framework has not been revised since the Broadcasting Act of 1999 was last updated in 1999. Linear TV still dominates. While streaming services are still relatively new to the region, their impact is being felt both from revenue and audience perspectives, notwithstanding the high cost of data inhibiting their massive uptake. Similar to other jurisdictions, South Africa is beginning to feel the impact of these services on unabated large capital outflow denying the country of its much-needed tax revenue.

Technological upheaval and new-players: There is a digital media (Internet/online; traditional TV; social; OTT; radio; national daily and weekly newspapers) market. Nationally, a circumspect market for print TV and radio media is today an unbounded global market. The media landscape and market are highly concentrated, dominated by a small number of large ownership groups and highly vertically integrated with interest in distribution, broadcast and content creation.

b) Key takeaways:

- i) Audiences are shifting from traditional to digital: Watch TV Online and subscribe to unregulated platforms (Facebook, Amazon, Netflix and Google).
- ii) Competition for quality content around the globe is ever fiercer.
- iii) Netflix and Amazon are no longer simply distributors sharing content. They are now major investors in programming worldwide.

6.1.3 SUMMARY OF KEY SERVICE DELIVERY OVER THE 2019/20 TO 2021/22 MEDIUM TERM

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

6.1.3.1 Implications of the 4IR

As the rapid and ubiquitous technological developments continue to explode and perpetually transform our spaces, lives and the way people work, consume content and relate to one another in what has become to be known as the 4IR, our mass media policy response as a developing country cannot just be simply about adaptation, lest government commits the inadvertent errors of the past revolutions where it became a spectator.

Today mass media (broadcasting, print, online and new media) not only have to compete for viewers/readers with domestic commercial competitors, but there is now a plethora of foreign content/ services available over cable, satellite, Internet platforms and OTTs platforms such as Hulu, Facebook, Google, Netflix, etc.

Despite these fierce and increasing competition, mass media – especially print media and public broadcaster – remain a vital democratic institution which is best placed to offer the general public with content (news, information, entertainment culture and education) that is independent of the economic and political power structures that operate within modern economies.

The Ministry of Communications has been mandated to renew, transform the sector and lead the 4IR. Central to the mandate is addressing how to build a capable 4IR Army that is equipped with requisite skills, infrastructure and capabilities to drive digital transformation.

Departmental Perspective on 4IR

The 4IR revolution introduced a range of emerging technologies that are considered vital in shaping the economic and developmental agenda of the state and government. These technologies have an impact in bringing global competitiveness for South Africa. To better grasp the 4IR and the accompanying emerging technologies, there is a need to outline some of them and describe some basic features, latest trends and commercial applications. International organisations undertook a research to identify a range of technologies that are considered vital for adoption. These technologies are referred to as frontier technologies that are impactful and widely adopted.

As a policymaker in the mass media space, the DoC must seize the opportunities accruable from the 4IR phenomena, and provide agile policies that create an environment for our sector to grow and become attractive for local and foreign investment, and for our young people to find employment.

As cautioned by the experts of the 4IR, ours is not to chase technology as this is an impossible task given its pace, but more to focus on systems, empower South African societies to master technologies and act to counter a fatalistic and deterministic view of progress, foster collaboration with our stakeholders, and take advantage of these technologies to create a better world for our people through elimination of inequality, insecurity, displacement/dislocation. Fortunately as a country, the NDP: Vision 2030 has already set a path for us to follow. In our actions, we must strive to build a cohesive South African nation and contribute towards employment, particularly the youth.

4IR threats	4IR opportunities
South Africa ranked 46th and 75th globally on 'Readiness for the 4IR'.	Access to market opportunities across Southern African Development Community (SADC) and African Union.
Enabling infrastructure (broadband and communications).	Youthful population; growing middle-class.
Developing a realistic, smart-regulations attuned to the challenges of 4IR.	Access global market, Brazil, Russia, India, China and South Africa, European Union, etc. as suppliers of technological innovations.
Journalism, legal assistance, financial assistance and related jobs become obsolete.	Audio-visual SMMEs to drive innovation and economic growth.

The Audio-Visual and Digital Content Strategy sets out policy proposals on new definitions of broadcasting, governance, market structure, innovation and OTTs in a digital and multichannel environment. It also underlines the central and important role that public broadcasting plays in order to achieve the goals of the NDP: Vision 2030. BDM will ensure that analogue broadcast networks are replaced by digital networks. Broadcasting is the last industry in the ICT sector to be digitized, providing a platform to enable the 4IR. The release of spectrum for broadband and other services will also be an enabler to the 4IR. There is a need for a new legislative and regulatory review as the Broadcasting Act of 1999 is outdated and not relevant to the emerging digitally converged communications landscape (obligations, TV licence regime, competition, etc).

The DoC will, in the current MTEF, look into programmes that will spur local content development and encourage participation by new entrants in line with the Nine-Point Plan, to develop strategies to generate relevant content and implement Audio-Visual SMME Programme focusing on 4IR skills for the creative sector as well as coordinating and facilitating access to digital platforms (Video on Demand (VOD) and OTT) focusing on youth, women and people with disabilities. Market the country locally, regionally and internationally to provide an enabling environment for investment through finalisation of the South African Position Paper for ITU-WRC-19 focused on spectrum management and allocations for future technologies to support the development agenda. Forge and strengthen partnership with global private companies like CISCO, Ericson, etc, who are members of the key multilateral structures like World Economic Forum who are members of Centre for the 4IR Global Network Advisory Board, ITU Broadband Commission, etc.

6.1.3.1 BROADCASTING DIGITAL MIGRATION

The current focus of the programme is to migrate all citizens who are still relying on analogue TV services to the digital broadcast platforms, so as to pave the way for the switch off and decommissioning of the analogue transmission infrastructure. All of the main structural pillars to support the migration are in place. These are the digital transmission network, the policy environment, suitable consumer decoding devices and digital TV channels. For the viewer migration component 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 households registered and connected to the digital TV network services for subsidised and non-subsidised market; a critical mass of 85% of all households that have migrated per analogue transmitter service area is used as a yardstick to switch off a targeted analogue transmitter. This objective will be measured by a number of households that have migrated to digital platforms and analogue transmitters that have been successfully switched off per province.

The main reason for the migration is to release valuable spectrum, which can be used to extend mobile communication services and for other uses. 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 implementing the programme. Sentech has since completed and made available the digital transmission network across the country. A critical milestone to switch off the analogue transmitters began in October 2016, of which 18 analogue transmitters were switched off in the core towns of the Square Kilometre Array (SKA). The analogue switch-off (ASO) programme is currently focusing in the Free State and will be followed by other provinces in a controlled phased approach. This is a reflection of the commitment by government to ensure that citizen migration from analogue to digital platforms is realised in the country in a shortest possible time in order to release the much-awaited spectrum for broadband and other related services.

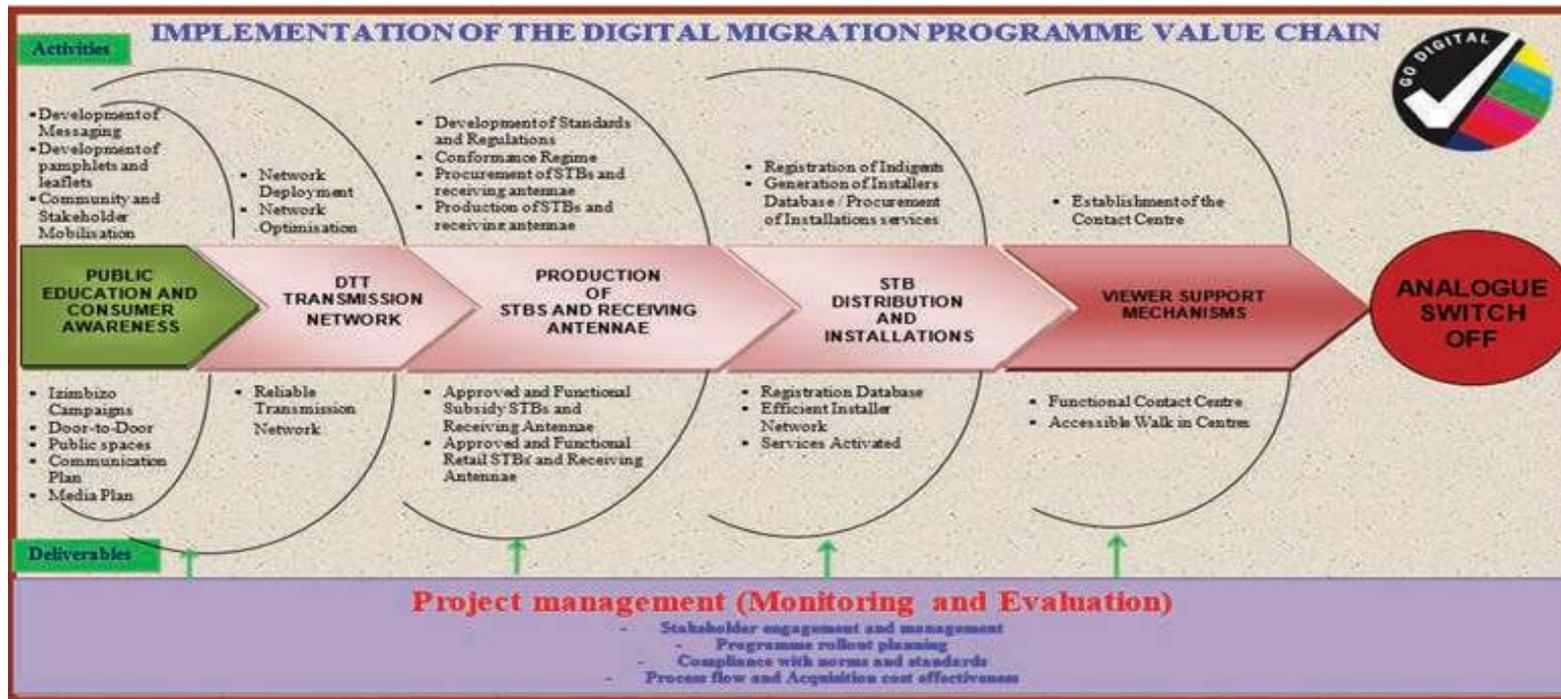


Figure:1

Challenges of current model

- The current model only focuses on subsidised decoders and not on the full ecosystem of devices that enable digital migration.
- Technological changes: outdated policies and standards. Integrated digital TVs are now available but not included in the roll-out programme.
- Resource constrained environment with R7.5 billion required to complete ASO.
- Perpetual delays impacting on the immediate release of the much-needed High Demand Spectrum (Digital Dividend).
- The retail sector has been excluded from the programme causing a delay in the conversion of the non-subsidized TV.
- Model as too slow and inefficient.

A revision of the delivery model is therefore recommended to fast-track the completion of the project.

Proposed changes to the Delivery Model:

- Establish the Digital Migration Advisory Council;
- Unbundle PMO from being a branch of the department and strengthen the project governance structure.
- Revise the indigent TV household figures. Data is 10 years old.
- The supply of decoders to viewers will follow a retail supply chain model through implementation of a voucher system to subsidise indigent households.
- Elimination of set-top boxes (STBs) as a mandatory transitional equipment for DTT.
- Implement consumer awareness and education to get consumers to convert to digital.
- Provide consumer support.
- Ensure content on DTT is appealing in order to encourage its uptake.
- Ensure devices sold conform to standards and work correctly on the DTT and Direct-To-Home network.

The reviewed project and rebuild trust with stakeholders through partnership. It will also reduce risk on the part of government. The model will overcome the blockages and inefficiencies inherent in the current delivery model. The unbundling of the PMO as a branch of the DoC will ensure that adequate capacity for project implementation is built, while allowing government to monitor, instead of the current environment wherein all these roles are performed by government.

DTT REVISED DELIVERY MODEL

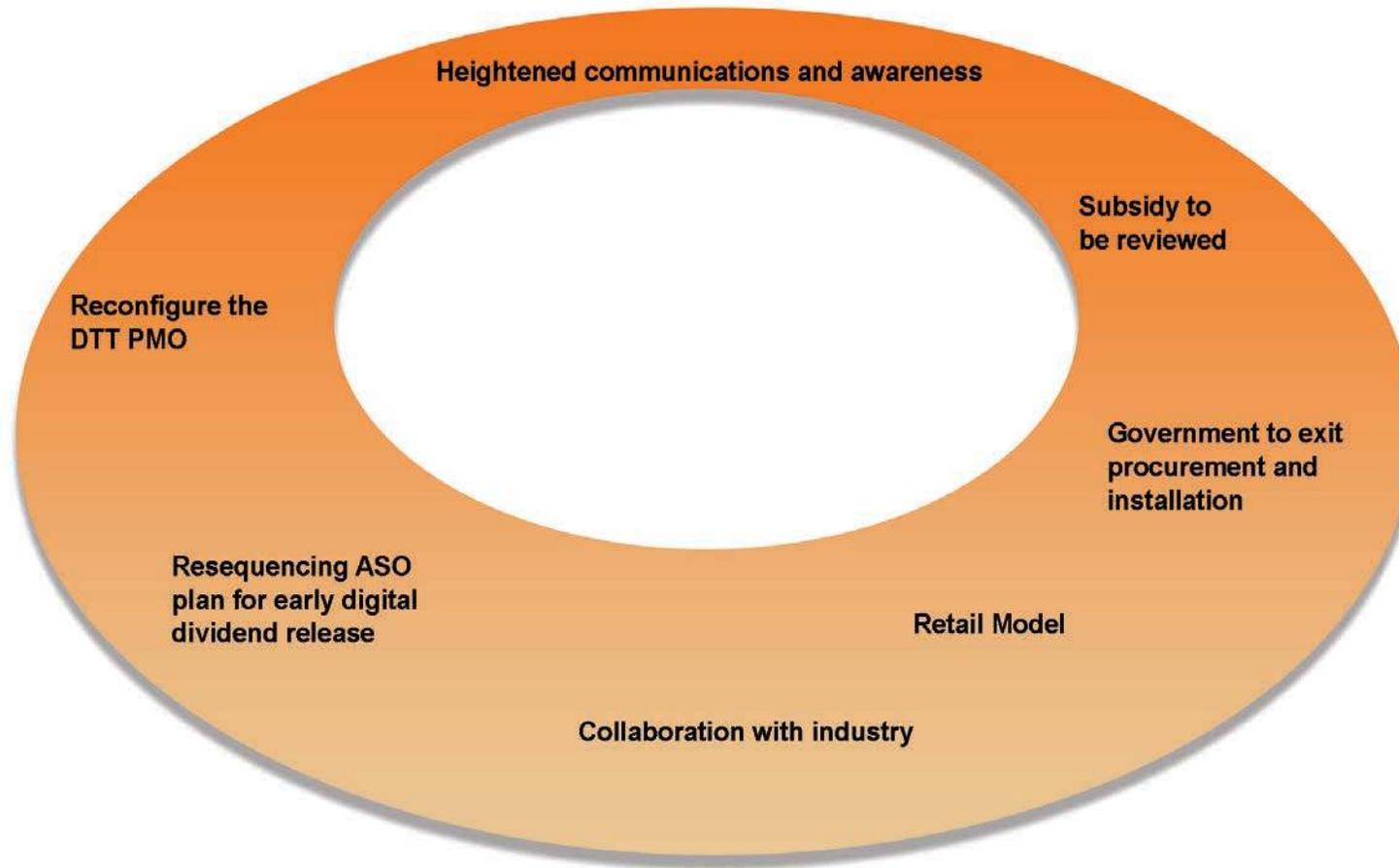


Figure:2

The installer programme for BDM has shown the potential of empowering the country's unemployed youth, particularly young women, in terms of providing economic opportunities in the short term, but further more in reskilling them for the 4IR. Through partnerships with the departments of Public Works, Higher Education and Training, and Labour, supported by municipalities, we hope to accelerate this programme so that we can create capacity across the country.

6.1.3.2 AUDIO-VISUAL AND DIGITAL SMME SUPPORT PROGRAMME

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 Policy.

The strategy acknowledges and also underlines the central and important role that the SABC will play in order to achieve the goals of the NDP: Vision 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 strategy pushes for the retention of the must carry must be available/found policy in the digital environment. Furthermore, the strategy takes into account that the 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 strategy 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 strategy 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 strategy 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 strategy 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 strategy 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, Department of Justice and Constitutional Development, the emerging series of issues around online and within social media), including non-audio-visual content (e.g. still images). For example, YouTube and 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 strategy 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 converged content require ongoing interdepartmental attention and sector stakeholder collaborations.

This comprehensive strategy process will be followed by enactment of various policies and Bills as part of implementing the strategy.

THE BROADCASTING AMENDMENT ACT

Government recognises the role that the SABC plays in society and is therefore committed to the development of a sustainable and relevant public broadcaster, which is accountable to the shareholders, to the public and to Parliament. Our broadcasting system must reflect the identity and diversity of South Africa, promoting the entire spectrum of culture and religious background, including all official languages. This broadcasting system must therefore be aligned to the democratic values of the Constitution of the Republic of South Africa of 1996, and protect the rights of every citizen.

It is against this backdrop that the Broadcasting Amendment Bill of 2015 was introduced to ensure that this vision is realised. The instability in the SABC Board has over the years served as a hindrance for the SABC to fulfil its public broadcasting service mandate. The fulfilment of this mandate is dependent on the ability of the Board to provide strategic direction to the SABC. This calls for government to develop and implement a stable corporate government model, which will ensure long-term sustainability of the SABC. In this regard, the size of the Board, the process and time with which the Board is appointed and removed are of critical importance. In view of the aforementioned, it has become necessary to amend The Broadcasting Act of 1999 (Act No. 4 of 1999), so as to ensure that the SABC has a stable corporate governance model.

The indicator is meant to amend the Broadcasting Act of 1999, so as to:

- delete a definition;
- reduce the number of non-executive members of the Board of the SABC Limited;
- amend the procedure for the appointment and removal of non-executive members of the Board;
- provide for the appointment of a nomination committee to make recommendations to the Minister for the appointment of non-executive members of the Board;
- reconstitute the executive committee;
- amend the procedure for the removal and resignation of non-executive members of the Board;
- amend the procedure for the dissolution of the Board and for the appointment of an interim Board; and
- provide for matters connected therewith.

These amendments will mainly lead to a reduction in the number of non-executive directors in the Board from 12 to nine, in order to strengthen the Board and also to streamline its operation. These changes are consistent with the outcome and recommendations of the Presidential Review Committee on SOEs. In view of the aforementioned, it has become necessary to amend the Broadcasting Act of 1999, so as to ensure that the SABC has a stable corporate governance model.

6.1.3.3 SOUTH AFRICAN LOCAL AUDIO-VISUAL AND DIGITAL CONTENT SUPPORT

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 continued collaborations with all stakeholders 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, look into different programmes that will spur local content development and encourage participation by new entrants in line with the Nine-Point Plan. TV is a medium with high operational costs. Broadcasters have always had challenges to avail regular content and therefore new multichannel Digital TV will present an opportunity for broadcast genres by channel. Through the development of these programmes, 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).

6.1.3.4 THE MEDIA TRANSFORMATION AND DIVERSITY CHARTER

South Africa's Constitution mandates that historically exclusive institutions should embrace the inclusivity of a diverse country in all spheres of life, namely political, social and economic. Therefore, the print media, which to some extent had played a commendable part in exposing the atrocity of the apartheid regime, were also expected to make strides towards transformation like all other businesses. Since 2012, media transformation has been a top policy priority for government and during the 2019/20 financial year, working with the sector, the DoC will endeavour to conclude the Print Media Transformation Policy and a Charter to achieve the following outcomes:

- Enforce maximum adherence to the B-BBEE scorecards in all seven elements of empowerment such as ownership; management control; employment equity (EE); skills development; preferential procurement; enterprise development and socio-economic development;
- Encourage new entrants and investment in the sector;
- Consider an industry wide accord on access to printing and distribution for emerging print media;
- Collaborate with the sector to enforce transformation in the print media value-chain;
- Promote investments, content diversity and linguistic plurality in the sector; and
- Ensure print media sector participates and contributes to the MDDA fund through a graduated regulation.

For the 2019/20 financial year, the DoC will conclude the B-BBEE procurement policy in order to enforce transformation as well as for the DoC and Government Communication and Information System (GCIS) to be compliant with the B-BBEE Act of 2003. Section 10(b) of the Act provides in that the every organ of state and public entity must apply any relevant code of good practice issued in terms of the Act in developing and implementing a preferential procurement policy.

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 by 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 SOEs. 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.

6.1.3.5 SOE REFORMS AND RATIONALIZATION

The DoC has a duty to ensure that SOEs deliver on their respective mandates, adhere to good governance practices and are financially viable. The Budget Review and Recommendations Report (BRRR) from the Portfolio Committee on Communications (PCC) raises concerns on the ineffectiveness of the oversight function. The instability within the entities also strengthen the concerns that the department is not exercising effective oversight. The Auditor-General South Africa raised concerns that the department is receiving a clean audit whilst some entities continue to receive adverse audit outcomes.

The inability of the department to provide effective oversight on SOEs is due to the current legislative framework governing entities. The current legislative framework does not align to the Cabinet approved *White Paper on ICT Policy*. The White Paper calls for the rationalisation of SOEs. An improved oversight role will be realised with reviewed exercise, which will also lead to merging of some of the entities to as to ensure efficient implementation of the mandate with limited resources. Below are some of the activities to improve oversight during the term:

Legislation review

- Review of all governing legislations.
- Analysis of the ICT White Paper and its implications on the SOE of the department.
- Analysis of the Presidential Review Commission report and implement recommendations.
- Implement the government-wide Entity Oversight Act once approved by Parliament (currently developed by the Department of Public Enterprises).
- Review of organisational and institutional arrangements of all SOEs.

Financial viability

The financial crisis within some of the entities provides evidence that there is insufficient governance or lack of both strategic and financial advisory to the entities. Financial constraints faced by entities poses a challenge to the full implementation of the various mandate. Some of the activities to improve the financial viability will include the:

- Identification of new revenue raising mechanisms (SABC adverts cuts vs Government adverts, alcohol ban vs healthy lifestyle adverts);
- Review of financial models;
- Ensure that the transfer of funds to entities is compliant to the prescribed requirements;
- Disbursement of funds will be done as per approved draw-down schedule (quarterly);
- Monthly disbursement of funds will only be considered if a particular entity has been identified as a high risk due to its ineffective control; and
- Utilisation of the CFO Forum to coordinate financial matters and mechanisms. Monitor implementation of the Auditor-General's audit findings and agree on appropriate actions to address the audit findings. Each CFO will be required to provide a report on the financial status and viability of the entity.

6.2 ORGANISATIONAL ENVIRONMENT

6.2.1 Personnel Information

The DoC is responsible for overarching communications policy and strategy, information dissemination and publicity as well as branding the country locally and abroad. Improved communications will promote an informed citizenry and will also assist the country to promote investments, economic growth and job creation. The department comprises of five public entities, namely Brand South Africa, FPB, ICASA, MDDA and SABC.

The department has been building its own capacity and filling key strategic positions since its inception. The departmental vacancy rate is at 12%, above the 10% benchmark target, as set by the Department of Public Service and Administration (DPSA). The department managed to recruit four employees and promoted four. Of the 83 funded posts, 73 have been filled and 10 are vacant. In terms of EE, females at Senior Management Service (SMS) level accounted for 11 (52%) and males 10 (48%). People with disabilities constitute 1%.

On 22 November 2018, President Ramaphosa announced changes to Cabinet and decided to merge the ministries of Communications and of Telecommunications and Postal Services into a single Ministry of Communications under Minister Ndabeni-Abrahams. The President stated that “this move is going to ensure that we have better alignment and coordination on matters that are critical to the future of our economy in the context of the 4IR. The two departments that will report to the new ministry – namely, the DoC and the DTPS – will remain as separate departments until the end of the fifth administration. The decision to merge the two ministries is in line with the work that we have undertaken in line with the announcement which I made during the State of the Nation Address that we are going to look at realigning government”.

Following the above announcement, the Minister placed a moratorium on the filling of posts and extension of employment contracts and indicated that the process of consolidating the two departments into one department be started and that such process be finalised upon commencement of the next administration. A skills-audit exercise was undertaken to ensure that employees were correctly matched during this merger.

As at November 2018, the department trained 28 officials for 2018/19 financial year and the quarterly monitoring reports were submitted to the Public Service Sector Education and Training Authority (PSETA).

Awareness on compliance with the Employee Performance Management and Development System was implemented during the period under review to ensure that officials are up to date and aware of compliance rules and regulations, including the revised DPSA directive that must be implemented from 1 April 2018. Performance agreements for the 2018/19 financial year were received and analysed. Biannual and annual performance assessment documents for 2017/18 are also quality assured for alignment with the performance agreements. The performance moderation of 2017/18 assessments was concluded in line with the departmental policy. The department participated in the wellness programmes, including, the Big Walk and National Recreation Day.

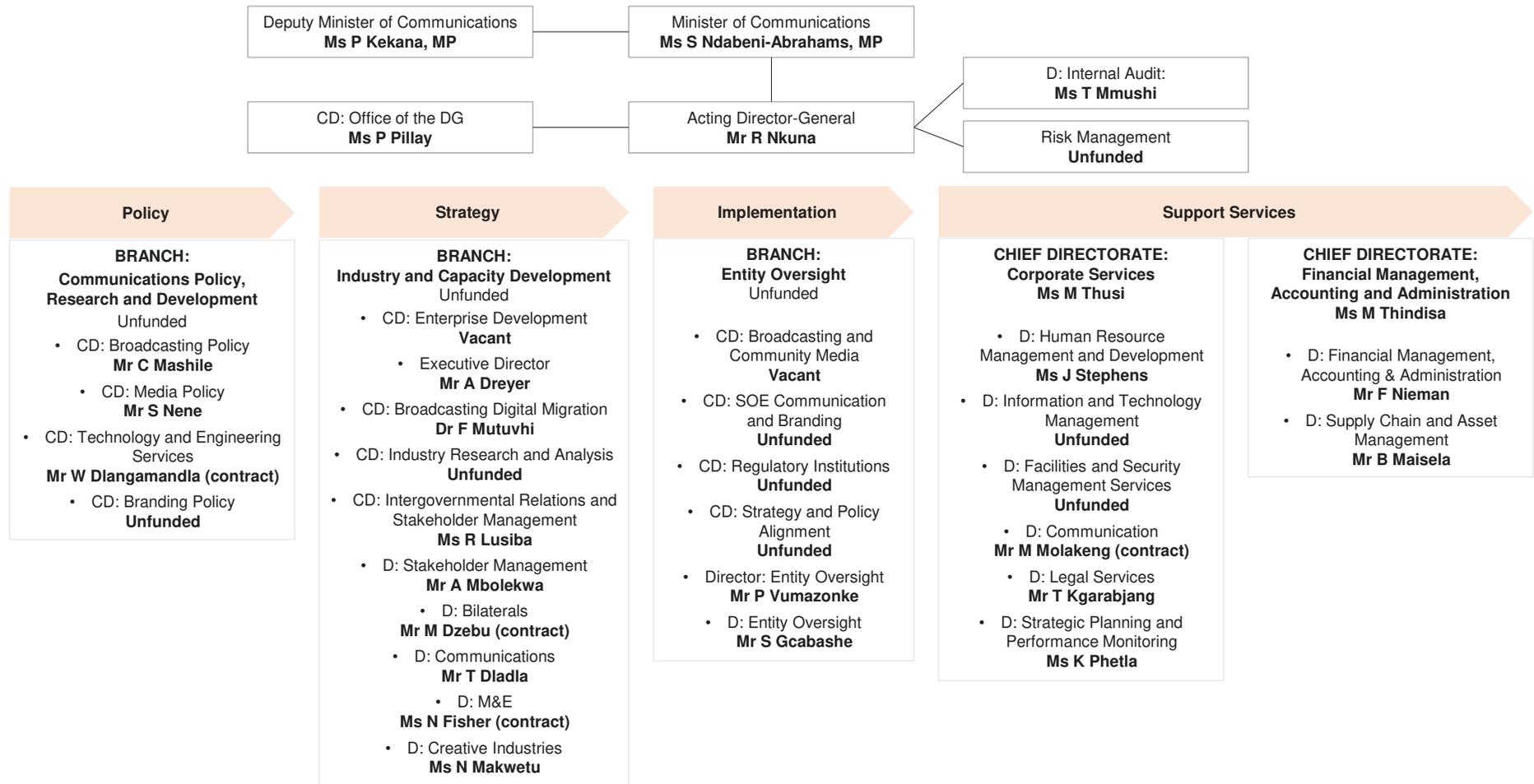
The approved organisational structure of the department comprises of the following programmes:

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

The DoC was originally allocated R1.425 billion for the 2017/18 financial year. The departmental budget baseline allocation was increased with a nett amount of R3.2 million during the Adjusted Estimates of National Expenditure. Of the final budget allocation of R1.428 billion, a total of R1.322 billion (92%) was allocated and transferred to the departmental agencies and the GCIS, leaving the organisation with a total operational budget of R106.712 million (8%). From the operational budget, a total of R71.169 million (66.71%) was allocated towards the Compensation of Employees, R32,189 million (30.16%) was allocated to Goods and Services whilst R2.09 million (1.95%) was for the Payment of Capital Assets. An amount of R1.264 million (1.18%) was budgeted for Transfers and Subsidies in respect of leave gratuity that was paid to employees who have left the employ of the department during the 2017/18 financial year.

The DoC recorded a total saving of R9.346 million during the 2017/18 financial year, which represents a total saving of 0.07% of the total budget allocation of R1.428 billion. The underspending is attributed to a saving of R6.684 million that was recorded on Compensation of Employees due to the restriction to use savings on Compensation of Employees for any other purpose. A further saving of R2.738 million was recorded on Programme 3: Industry and Capacity Development (DTT Project) as a result of the procurement processes for marketing and branding material that was not concluded by 31 March 2018.

6.2.2 ORGANISATIONAL STRUCTURE



7. 2019/20 Budget MTEF Estimates

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Baseline	Revised Baseline	Revised Baseline
Programmes							
Administration	48 206	57 255	65 464	70 424	64 879	68 920	74 841
Communications Policy, Research and Development	4 896	6 324	5 836	11 246	16 412	17 539	18 876
Industry and Capacity Development	20 385	35 166	21 400	45 307	47 449	50 756	24 412
Entity Oversight	1 214 555	1 236 997	1 326 254	1 389 269	1 447 351	1 532 888	1 619 757
Total for programmes	1 288 042	1 335 742	1 418 954	1 516 246	1 576 091	1 670 103	1 737 886
Economic classification							
Current payments	76 279	99 844	93 937	134 668	143 559	153 079	134 282
Compensation of employees	47 592	65 482	64 484	80 916	87 682	94 256	100 383
Goods and services	28 687	34 362	29 453	53 752	55 877	58 823	33 899
Communication (G&S)	1 887	5 675	1 584	2 073	1 999	1 726	1 824
Computer services	34	253	313	566	352	358	366
Consultants: Business and advisory services	31	39	553	1 850	1 500	1 583	-
Operating leases	201	219	287	365	274	290	306
Travel and subsistence	14 454	13 602	15 258	22 518	17 770	21 234	13 077
Other	207	106	51	500	33 982	33 632	18 326
Transfers and subsidies	1 210 205	1 232 091	1 322 851	1 381 471	1 432 426	1 516 913	1 603 552
Departmental agencies and accounts	1 037 229	1 049 799	1 147 822	1 193 222	1 233 410	1 306 950	1 382 042

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Baseline	Revised Baseline	Revised Baseline
Public corporations and private enterprises	172 927	182 093	173 766	187 421	199 016	209 963	221 510
Households	49	199	1 263	828	-	-	-
Payments for capital assets	1 558	3 784	2 088	107	106	111	52
Machinery and equipment	1 558	3 784	2 088	107	46	48	52
Software and other intangible assets	-	-	-	-	60	63	-
Payments for financial assets	-	23	78	-	-	-	-
Total economic classification	1 288 042	1 335 742	1 418 954	1 516 246	1 576 091	1 670 103	1 737 886

7.1. EXPENDITURE ANALYSIS

The NDP envisages a citizenry that actively participates in government's socio-economic transformation programmes to address poverty, unemployment and inequality in South Africa. This is given expression by Outcome 14 (nation-building and social cohesion) of government's 2014-2019 MTSF, which is closely aligned with the work of the DoC. Over the medium term, the department will continue to focus on strengthening entity oversight, developing a responsive communications policy and regulatory framework, and transforming the communications sector through digital broadcasting.

Over the MTEF period, 63.3% (R3.2 billion) of the department's total budget will be transferred to entities for the implementation of communications and broadcasting policies, while 28.1% (R1.4 billion) will be transferred to the GCIS to carry out its functions. The remaining 8.6% (R431.2 million) will be used by the department for its operating costs, of which R282.3 million will be spent on compensation of employees, and R148.6 million on goods and services.

As the bulk of the department's budget is transferred to its entities, the onus is on the department to exercise effective oversight of them to ensure that they operate efficiently towards fulfilling their respective mandates. Over the medium term, the department intends to review and benchmark shareholder compacts and accountability instruments to strengthen oversight of all entities. The department will also continue to monitor and assess the delivery of entities on their mandates and compliance to all relevant founding legislative prescripts. This is expected to be achieved through analysing quarterly performance and annual reports, and coordinating monthly and quarterly accountability forums between the department and its entities.

In 2018/19, the department established a task team to ensure progress in resolving the financial constraints faced by the SABC. The task team's purpose is to, among other things, monitor the implementation of the corporation's turnaround strategy, and assist it with the development of a revised corporate plan and

government guarantee application with the aim of making the corporation profitable. All activities related to strengthening entity oversight are carried out in the Programme: Entity Oversight, which has an allocation of R4.6 billion over the MTEF period.

The department is committed to promoting an informed citizenry through developing a responsive communications policy and regulatory framework. As such, over the medium term, the department will focus on amending and updating communications policies to ensure they are aligned with international standards, especially in relation to online and on-demand broadcasting. As this involves content classification, it will ensure that children are protected from harmful content and cyberbullying. To promote a vibrant community media and communications sector, over the MTEF period the department plans to launch an appropriate course curriculum for digital media literacy in line with international best practice. This is expected to be done in partnership with private institutions and individuals, including non-governmental organisations and other civil-society organisations. Over the medium term, the department also plans to develop and implement the Audio-Visual and Digital Content Bill, and a charter for media transformation and diversity; and review and finalise the Media Development and Diversity Amendment Bill, which seeks to update outdated laws. These activities are carried out in the Programme: Communications Policy, Research and Development, which has a budget of R44.4 million over the MTEF period.

The shift from analogue to digital broadcasting is critical to transforming the communications sector, as it frees up much needed spectrum for broadband and other modern communications services. Digital broadcasting, therefore, will enable South Africa to adapt to and participate meaningfully in a globalised economy. As such, the department plans to fast-track the roll-out of the digital migration project, which involves migrating all citizens by July 2020 to digital broadcast platforms. This is in line with the department's adoption of a new delivery model for digital migration, which was approved by Cabinet in 2018. The new model entails supplying digital STBs to citizens through retail stores rather than directly by government, thereby freeing up government procurement processes.

The model will follow a phased provincial approach, where targeted public awareness and messaging will be done by the department through marketing and education programmes broadcast mainly on the SABC's TV and radio platforms, community radio and print media. Consumer awareness and registration campaigns will also be conducted by field teams comprising volunteers and contracted staff between April 2019 and July 2020. In addition, consumers will be provided with call centre support for all decoder installation and other related queries. This service will be administered and operated by Sentech due to its core role in the project. To carry out all activities related to the fast-tracking of the digital migration project, R96.9 million has been set aside over the medium term in the Subprogramme: BDM in the Programme: Industry and Capacity Development.

8. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

The Framework for Strategic Plans and Annual Performance Plans requires all government departments to table their five year strategic plans to Parliament only once from the first planning cycle following an election. Departments are only expected to revise their five year strategic plans in cases where there has been significant policy shifts or changes in the service delivery environment of that department. The APP is linked to the MTEF and is updated annually to reflect the changes in the service delivery and organisational environment. The first draft of the 2019/20 APP must be submitted to the Department of Planning, Monitoring and Evaluation (DPME) and National Treasury on 31 August 2018 for assessment and feedback. The DoC retabled the revised 2018/19 APP to Parliament, and progress is being monitored and reported to the Management, Executive Authority, National Treasury and DPME quarterly.

A strategic planning session was held towards the review of the 2018/19 APP. The session was attended by the DoC senior management and middle managers, chaired by the ADG. At this session, the various departmental programmes presented their situational analysis of five key areas, MTEF key performance

indicators and institutional arrangements to set the basis for the subsequent joint planning session. The 2018/19 APP was reviewed to reflect the current service delivery and organisational environment. Matters discussed at the DoC strategic planning sessions were discussed with programme managers and amended the plans accordingly. Furthermore, two joint strategic planning sessions were held with the GCIS and all SOEs. The joint planning sessions had five commissions discussing different sector priorities. Following the announcement by the President on the merger of DoC and DTPS, a joint planning workshop was coordinated to ensure synergy and alignment between the draft 2019/20 APPs of DTPS, DoC and GCIS.

The first and second draft APP for the 2019/20 MTEF was submitted to the DPME for assessment and comments. The budget programme managers were consulted to address the comments from the planning sessions as well as feedback from DPME and planning documents were updated accordingly. The process for reviewing the APP was largely informed by the continuation of the deliverables from the 2018/19 APP, budget allocations, MTSF for outcomes 14 and 12, 14-Point Plan and the NDP.

8.1 Monitoring and Reporting of the APP 2017/18

The 2019/20 APP, which is aligned to 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.

8.2 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 all 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 to the Audit and Risk Management Committee and MANCO on quarterly.

8.2.1 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;
- Compliance to the risk management process and control measures will be monitored and reported.

Risk category	Risk description	Risk performance indicator	Existing/Current controls	Mitigation plan/ Management Action Plan
Risk classification	High-level definition	Linked to KPI	Strategic Initiatives in place	The measures that will be put in place to minimise the residual risk exposure
Linked Strategic Objective - SO 1.1: Ensure compliance with statutory requirements and good governance practices by 2019				
Strategic Risk	Inability to fill key management positions	Achievement of departmental mandate	Adequate number of competent chief directors appointed on permanent positions.	To request National Treasury to fund the critical posts through MTEF processes.
Strategic Risk	Limited human resources	Additional funding from National Treasury	Memorandum of Understanding (MoU) between GCIS and DoC to provide Corporate Services functions	Request National Treasury to fund the critical posts and operations through MTEF processes. Implementation of MoU.
Strategic Risk	Non-compliance to public service and Treasury regulations	Unqualified audit opinion	Financial and HR policies. Financial delegations have been developed.	1. Develop operational policies, procedures and systems. 2. Review and implement governance and operational policies, procedures and systems. 3. Implement governance and operational policies, procedures and systems.
Linked Strategic Objective - SO 1.2: Improve capacity of the entities to deliver by 2019				
Strategic Risk	1. Inadequate mechanisms to monitor entity oversight performance. 2. Inadequate funding for entities.	Integrated planning and implementation of DoC policies and priorities	Continuous engagements within entities	Strengthen and monitor governance mechanisms. Strengthen entity oversight capacity (skills).

Linked Strategic Objective - SO 1.3: Ensure SOE adherence to good governance and Financial stability by 2019				
Strategic Risk	Inadequate mechanisms to monitor entities in ensuring good compliance to governance.	Review of prescripts and legislative documents	Bilateral meetings and forums as well as other engagements.	1.Review of governance framework. 2.Review the current governing framework to be aligned with legislation.
Strategic Risk	Inadequate funding for entities	Review of prescripts and legislative documents	Government funding and sponsorships	1.Rationalisation of entities. 2.Review of financial models.
Linked Strategic Objective - SO 2.1: Improve universal access to broadcasting services and information by all citizens in 2019				
Strategic Risk	Inability to process/review policies, frameworks and legislations timeously	Stakeholder consultation/participation	Policy forums between the directorates and office of the Minister are in place to mitigate the current risks.	1.Stakeholder engagements held quarterly. 2. Roll-out of the implementation plan.
Linked Strategic Objective - SO 2.2 : Market the country locally,regionally and internationally to provide an enabling environment for investment by 2019				
Strategic Risk	Inadequate engagement with critical stakeholders	Full participation in international forums	Compliance with intergovernmental relations framework and bilateral multilateral agreements	1.Review and finalise the stakeholders' frameworks and approvals. 2. Collaborate with the GCIS and other stakeholders.
Linked Strategic Objective - SO 3.1: Support the growth and development of the creative industries by 2019				
Strategic Risk	Lack of programmes to support the SMMEs in the audio-visual market within the creative industries sector	Economic growth and development in South Africa	1.Roll-out implementation plan is in the draft phase, where responsibilities of all key role players and timelines will be clarified. 2.Stakeholder engagements on quarterly basis.	1. To form partnership and collaboration with industries.

Linked Strategic Objective - SO 3.2: Ensure the country migrates from analogue to digital broadcasting by 2020				
Strategic Risk	Inability to migrate 85% of the population.	Completion of ASO	1.DTT has a policy in place to provide directive. 2. There are steering committee meetings with district and local municipalities.	1.Partnership and collaboration with industries. 2.Strengthening of the PMO. 3. Implement the approved service delivery models. 4.Formally announce ASO date to give certainty to the public.
Linked Strategic Objective - SO 3.3: Strengthen support, guidance and interrelations with stakeholders by 2019				
Strategic Risk	Entities strategies not aligned to departmental policies, strategies and priorities.	Unqualified audit opinion	Joint planning with DoC entities. Oversee entity strategy planning and ensure alignment to departmental policies, strategies and priorities.	Oversee entity strategy planning and ensure alignment and implementation of departmental strategies and policies.

9. ALIGNMENT TO THE NDP AND MTSF

9.1 Outcome 14: Nation-Building and Social Cohesion

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	

Actions	Minister responsible	Indicators	Baseline	2018/19 Target
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

Actions	Minister responsible	Indicators	Baseline	2018/19 Target
Increase access of South African citizens to sport and recreation activities	Communications (SABC)	Number of annual and special sporting events acquired and broadcast	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 forums, 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

9.1.1 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

10. 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 SOE 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 2020
	SO 3.3: Strengthen support, guidance and interrelations with stakeholders by 2019



PART B:
DEPARTMENTAL
PROGRAMMES
STRATEGIC OBJECTIVES

11. DEPARTMENTAL PROGRAMMES STRATEGIC OBJECTIVES

11.1 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 across.
7. **Financial Management, Accounting and Administration:** Manages finances.
8. **Supply Chain Management:** Manages supply chain and asset management.
9. **Risk Management:** Performs risk management functions.
10. **Internal Audit:** Provides internal audit functions.

Subprogramme: Corporate Services' strategic objective annual targets for 2019/20

Strategic objective	High level Strategic Indicator	Five-year strategic plan target	Audited/actual performance			Estimated performance 2018/19	Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
			2015/16	2016/17	2017/18				
Ensure compliance with statutory requirements and good governance practices by 2019	Human Resource Development (HRD) Strategy Implemented	Implementation of approved Workplace Skills Plan (WSP), in line with DoC mandate, facilitated	Four reports on implementation of HRM&D plans were compiled	WSP approved and implemented	2017/18 WSP was submitted to the PSETA 2017/18 monitoring reports (quarterly training) reports were submitted to the PSETA and implemented	2018/19 WSP and 2017/18 Annual Training Report submitted to the PSETA	2019/20 WSP and Annual Training Report submitted to the PSETA	2020/21 WSP and 2019/20 Annual Training Report submitted to the PSETA	2021/22 WSP and 2019/20 Annual Training Report submitted to the PSETA

Programme performance indicators and annual targets for 2019/20

Programme performance indicator	Audited/actual performance			Estimated Performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
Approved WSP and quarterly implementation reports developed	Four reports on implementation of HRM&D plans were compiled plans were compiled	WSP approved and implemented	2017/18 WSP was submitted to the PSETA 2017/18 monitoring reports (quarterly training) reports were submitted to the PSETA and implemented	2018/19 WSP and 2017/18 Annual Training Report submitted to the PSETA	Implementation of approved WSP, in line with DoC mandate, facilitated	Implementation of approved WSP, in line with DoC mandate, facilitated	Implementation of approved WSP, in line with DoC mandate, facilitated

Quarterly targets for 2019/20

Programme performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			Q1	Q2	Q3	Q4
HRD Strategy implemented	Biannually	2019/20 WSP and 2018/19 Annual Training Report submitted to the PSETA	2019/20 WSP submitted to the PSETA	–	–	Annual Training Report submitted to the PSETA
Approved WSP and Quarterly Implementation reports developed	Quarterly	Implementation of approved WSP, in line with the DoC mandate, facilitated	2019/20 First Quarter Training Report submitted to the PSETA	2019/20 2nd quarter training Report submitted to the PSETA	2019/20 3rd quarter training Report submitted to the PSETA	2019/20 Fourth Quarter Training Report submitted to the PSETA

Subprogramme: Financial Management, Accounting and Administration's strategic objective annual targets for 2019/20

Strategic objective	High level strategic indicator	Five-year strategic plan target	Audited/actual performance			Estimated Performance 2018/19	Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
			2015/16	2016/17	2017/18				
Ensure compliance with statutory requirements and good governance practices by 2019	Audit report for the financial year	Unqualified audit opinion for the DoC	–	Clean audit opinion was achieved on 2015/16 Annual Financial Statements (AFS)	Clean audit opinion was achieved on 2016/17 AFS	Unqualified audit outcome on 2017/18 AFS	Unqualified audit outcome on 2018/19 AFS	Unqualified audit outcome on 2019/20 AFS	Unqualified audit outcome on 2020/21 AFS

Programme performance indicators and annual targets for 2019/20

Programme performance indicator	Audited/actual performance			Estimated Performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
Percentage of compliant invoices paid within 30 days	–	100% of all compliant invoices paid within 30 days	–	100%	100%	100%	100%

Quarterly targets for 2019/20

Programme performance indicator	Reporting period	Annual target 2019/20	Quarterly Targets			
			Q1	Q2	Q3	Q4
Percentage of invoices paid within 30 days	Quarterly	100%	100%	100%	100%	100%
Audit report for the financial year	Annually	Unqualified audit outcome on 2018/19 AFS	–	Unqualified audit outcome on 2018/19 AFS	–	–

Subprogramme: Risk Management's strategic objectives annual targets 2019/20

Strategic Objective	High level strategic indicator	Five-year Strategic Plan target	Audited/actual performance			Estimated Performance 2018/19	Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
			2015/16	2016/17	2017/18				
Ensure compliance with statutory requirements and good governance practices by 2019	Approved Strategic Risk Assessment reports and Risk Register	Risk Management Plan developed and implemented	Operational risks and cCore risks were monitored through the APP	–	Risk Management Plan (including fraud) was signed off	Review and implement the Risk Management Plan	Strategic Risk Register updated	Strategic Risk Register updated	Strategic Risk Register updated

Programme performance indicators and annual targets for 2019/20

Programme performance indicator	Audited/actual performance			Estimated Performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
	Number of Strategic Risk mitigation reports compiled	Reports were compiled on the systems of Strategic Risk management and control	–		Four progress reports on Strategic Risk mitigation were compiled	Four progress reports on Strategic Risk mitigation compiled	4

Quarterly targets 2019/20

Programme performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			Q1	Q2	Q3	Q4
Approved Strategic Risk Assessment reports and Risk Register	Quarterly	Strategic Risk Register updated	2019/20 Strategic Risk reports compiled, presented to relevant governance structures and approved	–	2020/21 Strategic Risk Identification conducted	2020/21 Strategic Risk Assessment conducted and strategic risk register updated
Number of Strategic Risk mitigation reports compiled	Quarterly	4	1	1	1	1

EXPENDITURE TRENDS AND ESTIMATES: ADMINISTRATION

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Baseline	Revised Baseline	Revised Baseline
Subprogrammes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Ministry	12 032	8 376	10 066	9 727	7 123	7 625	6 154
Departmental Management	28 725	31 611	32 334	29 827	25 711	27 491	31 065
Internal Audit	-	854	1 093	2 332	1 671	1 763	1 860
Corporate Services	4 881	9 903	12 513	16 646	18 094	19 086	20 094
Financial Management	2 568	6 511	9 459	11 892	12 280	12 955	13 668
Total	48 206	57 255	65 465	70 424	64 879	68 920	72 841

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.

Strategic objective	High level strategic indicator	Five-year strategic plan target	Audited/actual performance			Estimated Performance 2018/19	Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
			2015/16	2016/17	2017/18				
Improve universal access to broadcasting services and information by all citizens in 2019	Audio-Visual and Digital Content Strategy implemented	Audio-Visual Digital Content Monitoring Report compiled	The Audio-Visual and Digital strategy was developed and presented to the Economic Cluster	-	-	-	Audio-Visual and Digital Content Strategy developed for the 4IR	Implementation of Audio-Visual and Digital Content Strategy	Implementation of Audio-Visual and Digital Content Strategy
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 DTI for Proclamation	Merge Print Media and Transformation Charter to the all-inclusive ICT B-BBEE Council	Monitoring reports on the implementation by all-inclusive ICT B-BBEE Council

Programme performance indicators and annual targets for 2019/20 to 2021/22

Programme performance indicator	Audited/actual performance			Estimated Performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
Broadcasting Amendment Act implemented	Broadcasting Amendment Bill was approved by Cabinet and introduced to Parliament for public hearings. The department presented the memorandum and objectives of the Bill to Parliament in February 2016.	–	–	–	Broadcasting Amendment Bill developed	Broadcasting Amendment Bill submitted to Cabinet for approval	Monitoring reports on the implementation of the Broadcasting Amendment Bill developed

Quarterly targets for 2019/20

Programme performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			Q1	Q2	Q3	Q4
Audio-Visual and Digital Content Strategy implemented	Quarterly	Audio-Visual and Digital Content Strategy developed for the 4IR	–	Research report on audio-visual issues for the 4IR	–	Audio-Visual and Digital Content Strategy developed for the 4IR
Broadcasting Amendment Act implemented	Biannually	Broadcasting Amendment Bill developed	–	Research Report to inform the formulation and development of the Broadcasting Amendment Bill	–	Broadcasting Amendment Bill developed
Media Transformation and Diversity Charter implemented	Quarterly	Media Transformation and Diversity Charter submitted to DTI for Proclamation	-	Draft Media Transformation and Diversity Charter gazetted.	-	Media Transformation and Diversity Charter submitted to DTI for Proclamation

EXPENDITURE TRENDS AND ESTIMATES: COMMUNICATIONS POLICY, RESEARCH AND DEVELOPMENT

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Baseline	Revised Baseline	Revised Baseline
Subprogrammes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme Management for Communications Policy, Research and Development	-	-		-	-	-	-
Broadcasting Policy	4 883	6 324	5 810	8 574	10 500	11 277	11 991
Media Policy	-	-	23	250	5 648	5 984	6 591
Technology and Engineering Services	13	-	3	2 422	264	278	294
Branding Policy	-	-	-	-	-	-	-
Total	4 896	6 324	5 836	11 246	16 412	17 539	18 876

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: Enterprise Development strategic objective annual targets 2019/20

Strategic Objective	High level Strategic Indicator	Five-Year Strategic Plan Target	Audited/actual performance			Estimated Performance 2018/19	Annual target 2019/20	Annual targets 2020/21	Annual targets 2021/22
			2015/16	2016/17	2017/18				
Support the growth and development of the creative industries sector by 2019	Audio-Visual SMME Programme focusing on 4IR skills and Enterprise Development implemented	Implementation and monitoring of Audio-Visual Content Programme	–	–	–	–	Implementation of the Audio-Visual SMME Programme focusing on 4IR skills and Enterprise Development	Implementation of the Audio-Visual SMME Programme focusing on 4IR skills and Enterprise Development	Implementation of the Audio-Visual SMME Programme focusing on 4IR skills and Enterprise Development

Programme performance indicators and annual targets for 2019/20 to 2021/22

Programme performance indicator	Audited/actual performance			Estimated Performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
Access to digital platforms for the audio-visual SMMEs coordinated	–	–	–	–	Facilitation and coordination of access to digital platforms for the audio-visual SMMEs	Facilitation and coordination of access to digital platforms for the audio-visual SMMEs	Facilitation and coordination of access to digital platforms for the audio-visual SMMEs

Quarterly targets for 2019/20

Programme performance indicator	Reporting period	Annual target 2019/20	Quarterly Targets			
			Q1	Q2	Q3	Q4
Audio-Visual SMME Programme focusing on 4IR skills and Enterprise Development implemented	Quarterly	Implementation of the Audio-Visual SMME Programme focusing on 4IR skills and Enterprise Development	Audio-Visual SMME Programme developed	Facilitation of the implementation of the Audio-Visual SMME Programme commenced and progress report developed	Facilitation of the implementation of the Audio-Visual SMME Programme commenced and progress report developed	Facilitation of the implementation of the Audio-Visual SMME Programme commenced and progress report developed
Access to digital platforms for the Audio-Visual SMMEs coordinated.	Quarterly	Facilitation and coordination of access to digital platforms for the Audio-Visual SMMEs	–	Facilitate and coordinate access to digital platforms	Facilitate and coordinate access to digital platforms	Facilitate and coordinate access to digital platforms

Subprogramme: BDM's strategic objective annual targets 2019/20

Strategic Objective	High level Strategic Indicator	Five-Year Strategic Plan Target	Audited/actual performance			Estimated Performance 2018/19	Annual target 2019/20	Annual targets 2020/21	Annual targets 2021/22
			2015/16	2016/17	2017/18				
Ensure the country migrates from analogue to digital broadcasting by 2020	Analogue transmission services switched off in all provinces by 2020	TV broadcasting migrated from analogue to digital and analogue signal switched off by 2020	Digital Broadcasting migration programme was implemented	Analogue signal was switched off in the core towns of the SKA in the Northern Cape	Analogue signal was not switched off in 88 borderline towns within seven provinces	BDM Programme implemented	Analogue signal switched off in identified provinces *	Analogue signal switched off in identified provinces *	-

* The identification of provinces is pending, due to the CSIR study not being concluded at the time of finalising the APP.

Programme Performance Indicators and annual targets for 2019/20

Programme performance indicator	Audited/actual performance			Estimated Performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
BDM consumer awareness and education plan implemented	A number of awareness campaigns (Izimbizo, evening news coverage and TV Breakfast Show) were held and average of 20 452 879,44 TV-owning households were reached	69 digital migration broadcasting awareness campaigns were conducted	58 (five <i>izimbizo</i> and 53 awareness campaigns) digital migration broadcasting awareness campaigns were held	Four quarterly monitoring reports on implementation of the BDM Programme	BDM awareness and education plan implemented	BDM awareness and education plan implemented	BDM awareness and education plan implemented

Quarterly targets for 2019/20

Programme performance Indicator	Reporting period	Annual target 2019/20	Quarterly Targets			
			Q1	Q2	Q3	Q4
Analogue Transmission Services Switched-Off in all provinces by 2020	Quarterly	Analogue signal switched off in identified provinces	Revised Analogue Signal Switch off (ASO) Plan developed for early release of digital dividend spectrum	ASO provincial plan developed	Progress report on analogue signal switched off	Progress report on analogue signal switched off
BDM awareness and education plan implemented	Quarterly	BDM consumer awareness and education plan implemented in 3 provinces	Implement consumer awareness and education plan	Implement BDM consumer awareness and education plan	Implement BDM consumer awareness and education plan	Implement BDM consumer awareness and education plan

Subprogramme: Intergovernmental Relations and Stakeholder Management's strategic objectives annual targets for 2019/20

Strategic Objective	High level Strategic Indicator	Five-Year Strategic Plan target	Audited/actual performance			Estimated Performance 2018/19	Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
			2015/16	2016/17	2017/18				
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	Multilateral structures engaged	–	–	–	Five multilateral structures engaged (WIPO, ITEC, ATU-ITU, SADC, AU)	2 multilateral structures engaged jointly with the DTSPS <ul style="list-style-type: none"> • ITU • WIPO 	Additional multilateral structures engaged jointly with the DTSPS	Additional multilateral structures engaged jointly with the DTSPS

Programme performance indicators and annual targets for 2019/20

Programme performance indicator	Audited/actual performance			Estimated Performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
	Number of RSA Positions developed jointly with the DTSP	–	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 Radio-communications Conference (WRC-19)	2 (WIPO and WRC-19)	One (1) RSA Position Paper advanced for ITU-WRC-19 focused on Spectrum management and allocations for future technologies to support the development agenda jointly with the DTSP

Quarterly targets for 2019/20

Programme Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly targets			
			Q1	Q2	Q 3	Q4
Number of RSA Positions developed jointly with DTSP	Quarterly	One (1) RSA Position Paper advanced for ITU-WRC-19 focused on Spectrum management and allocations for future technologies to support the development agenda jointly with the DTSP	Regional consultation conducted on preliminary position for WRC-19	4th ATU WRC 19 preparatory meeting hosted	South Africa’s position advanced at WRC-19	–
Number of mandatory multilateral structures engaged to advance communications/broadcasting positions	Biannually	Two multilateral structures engaged jointly with the DTSP <ul style="list-style-type: none"> • ITU • WIPO 	–	–	1 (WIPO)	1 (ITU)

EXPENDITURE TRENDS AND ESTIMATES: INDUSTRY AND CAPACITY DEVELOPMENT

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Baseline	Revised Baseline	Revised Baseline
Subprogrammes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme Management for Industry and Capacity Development	-	-	-	-	-	-	-
Enterprise Development	2 389	207	3	2 000	2 112	2 228	2 351
Broadcasting Digital Migration	15 260	27 868	15 147	37 855	39 326	42 186	15 372
Industry Research and Analysis	1 734	5 394	3 844	3 223	1 684	1 777	1 874
Inter-governmental Relations and Stakeholder Management	1 002	1 697	2 406	2 229	4 327	4 565	4 815
Total	20 385	35 166	21 400	45 307	47 449	50 756	24 412

11.4 PROGRAMME 4: ENTITY OVERSIGHT

Programme purpose:

Monitor the implementation of policies by SOEs 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 SOEs 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 SOEs.
- **Communication and Branding** monitors the implementation of communications and branding policies and provides guidance in and oversight of the governance matters of SOEs.
- **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 2019/20

Strategic objective	High level Strategic Indicator	Five-Year Strategic plan target	Audited/actual performance			Estimated Performance 2018/19	Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
			2015/16	2016/17	2017/18				
Ensure SOEs adherence to good governance and financial stability by 2019	Number of performance review and compliance monitoring reports of SOEs developed	100 performance review and compliance monitoring reports of SOEs developed to improve sustainability and service delivery	2015/16 quarterly entity oversight reports were submitted to the Executive Authority	Public entities' governance policy implemented Analysis reports and feedback letters for 20 quarterly entity oversight reports were compiled	Public entities' governance policy implemented 20 quarterly oversight reports of entities (SABC, MDDA, Brand South Africa, FPB and ICASA) reports submitted to the Executive Authority	20	20	20	20

Programme Performance Indicator and annual targets

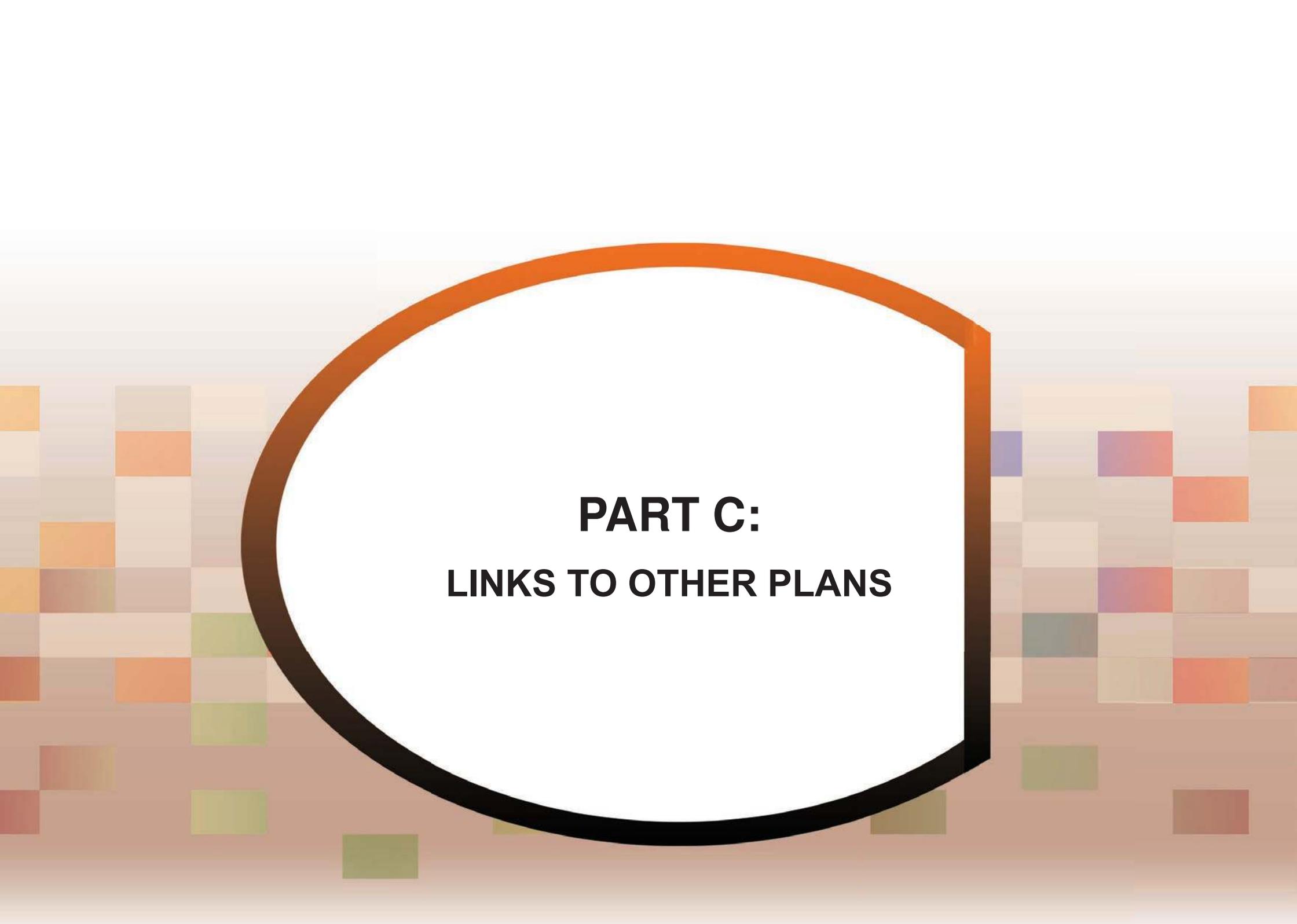
Programme performance indicator	Audited/actual performance			Estimated Performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		Annual targets 2019/20	Annual targets 2020/21	Annual targets 2021/22
Number of SOE Quarterly Performance Review (QPR) sessions coordinated	-	-	-	20 SOE QPR sessions coordinated	20	20	20

Quarterly targets for 2019/20

Programme Performance Indicator	Reporting period	Annual target 2019/20	Quarterly Targets			
			Q1	Q2	Q3	Q4
Number of performance review and compliance monitoring reports of SOEs developed	Quarterly	20	5	5	5	5
Number of SOE QPR sessions coordinated	Quarterly	20	5	5	5	5

EXPENDITURE TRENDS AND ESTIMATES: ENTITY OVERSIGHT

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Baseline	Revised Baseline	Revised Baseline
Subprogrammes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme Management for Entity Oversight	2 559	4 139	3 425	2 538	8 500	9 165	9 002
Broadcasting and Community Media	196 875	206 870	205 012	221 636	234 522	247 435	261 043
Communication and Branding	539 136	566 442	595 750	624 535	650 146	691 418	732 466
Regulatory Institutions	475 978	459 546	522 067	540 560	554 183	584 870	617 246
Strategy and Policy Alignment	7	-	-	-	-	-	-
Total	1 214 555	1 236 997	1 326 254	1 389 269	1 447 351	1 532 888	1 619 757



**PART C:
LINKS TO OTHER PLANS**

12. Long-term infrastructure and capital plans

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

13. Conditional grants

The department does not manage conditional grants.

14. 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.

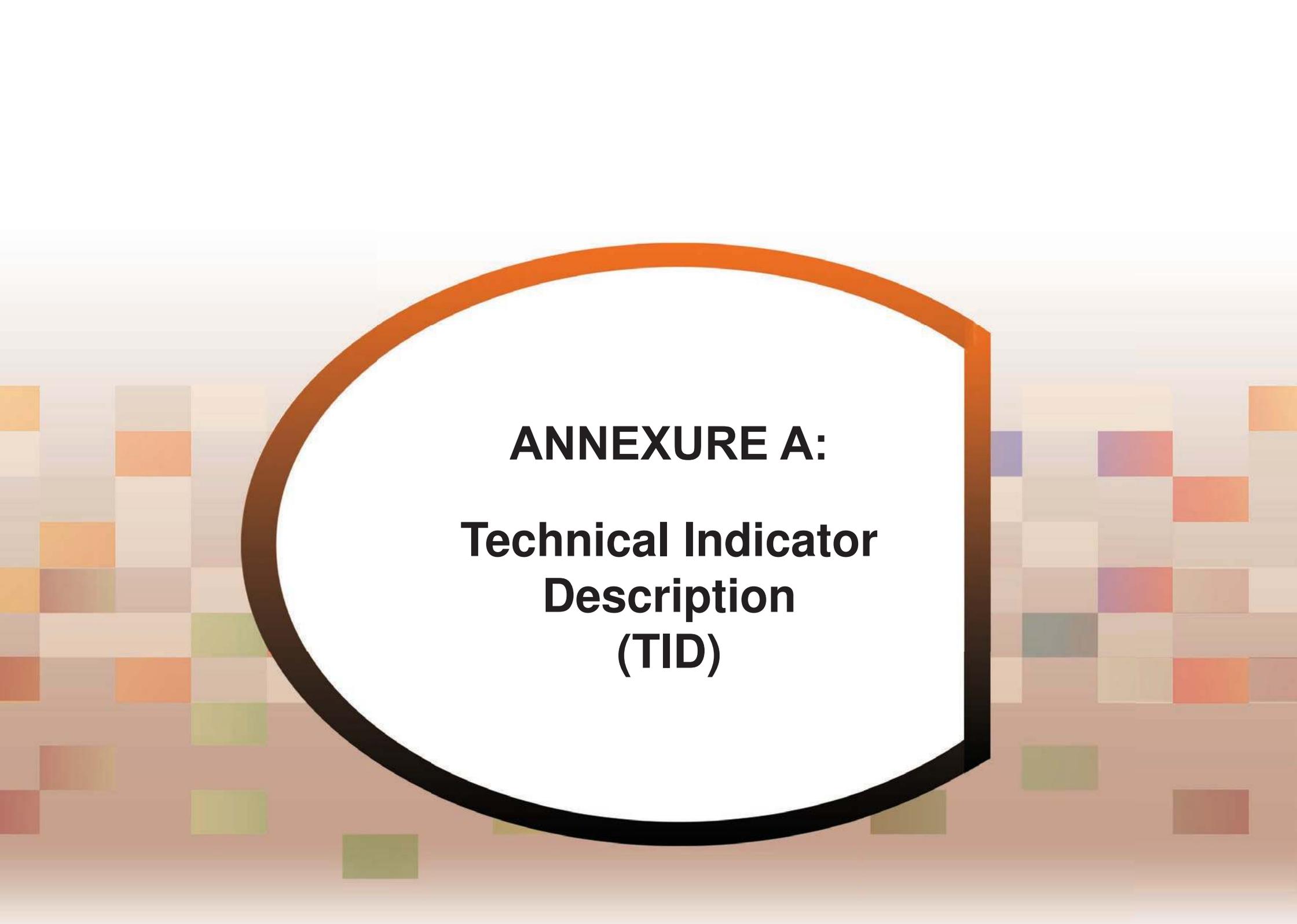
Name of Public Entity	Mandate	Outputs/Key Performance Indicators	Current Annual Budget (2019/20) R 000	Date of Next Evaluation
ICASA	<p>ICASA was established by the ICASA Act of 2000, as amended, to regulate the South African communications, broadcasting and postal services sectors. The regulator's mandate is defined in the ECA of 2005 as licensing and regulating electronic communications and broadcasting services, and in the Postal Services Act, 1998 (Act 124 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	452 645	March 2020

Name of Public Entity	Mandate	Outputs/Key Performance Indicators	Current Annual Budget (2019/20) R 000	Date of Next Evaluation
SABC	<p>The SABC is listed as a schedule 2 public entity in terms of the Public Finance Management Act (PFMA), 1999 (Act 1 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 	199 016	March 2020
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. 	31 795	March 2020
Brand SA	<p>Brand SA was established as a trust in 2002 and gazetted as a schedule 3A public entity in 2006, in accordance with the PFMA of 1999. Its purpose is to develop and implement a proactive and coordinated international marketing and communications strategy for South Africa, to contribute to job creation and poverty reduction, and to attract inward investment, trade and tourism.</p>	<ul style="list-style-type: none"> ☞ 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. 	207 914	March 2020

Name of Public Entity	Mandate	Outputs/Key Performance Indicators	Current Annual Budget (2019/20) R 000	Date of Next Evaluation
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 FPB 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 cybersafety and child online protection. 	99 373	March 2020

15. Public-private partnerships (PPPs)

The department does not have PPPs.



ANNEXURE A:
**Technical Indicator
Description
(TID)**

Programme 1: Administration

Strategic objectives indicator	
Indicator title	Human Resource Development 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.
Purpose/importance	The HRD Strategy is aimed at addressing skills gaps of the department
Source/collection of data	Copy of approved 2019/20 WSP, 2018/19 Annual Training Report
Method of calculation	Simple count: 2019/20 WSP, 2018/19 Annual Training report submitted to the PSETA
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	Quarterly
New indicator	No
Desired performance	Achievement of the planned target, approval and implementation of the WSP
Indicator responsibility	Chief Director: Corporate Services

Programme Performance Indicator	
Indicator	Approved WSP and Quarterly Implementation Reports developed
Short definition	A WSP that is implemented to address the skilling requirements of the department so as to deliver on its mandate
Purpose/ importance	To develop and implement a WSP that will ensure that skills development programmes and training initiatives are not only responsive to learning needs and skills gaps of the organisation but are also aligned with the overall organisational development strategy.
Source/ collection of data	Quarterly implementation reports
Method of calculation	Simple count 2019/20 four quarterly training reports submitted to the PSETA
Data limitations	None
Type of indicator	Output

Programme Performance Indicator	
Indicator	Approved WSP and Quarterly Implementation Reports developed
Calculation type	Cumulative
Reporting cycle	Quarterly and annual
New indicator	No
Desired performance	Target met in relation to WSP and quarterly branch implementation reports
Indicator responsibility	Chief Director: Corporate Services

Subprogramme: Financial Management, Accounting and Administration

Strategic Objective indicators	
Indicator title	Audit report for the financial year
Short definition	The indicator entails obtaining an unqualified audit opinion from the Auditor-General of South Africa (AGSA) for the audit conducted on financial statements. To promote overall financial efficiency as measured by prudent financial management and compliance with prescripts and policies governing public finance by strengthening financial management practices in the areas of budgeting, expenditure monitoring and reporting.
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	
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	Basic Accounting System, 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	No
Desired performance	100% Compliance with Section 30 of the PFMA of 1999
Indicator responsibility	CFO

Subprogramme: Risk Management

Strategic objective indicators	
Indicator	Approved Strategic Risk Assessment Reports and Risk Register
Short definition	Conducting of strategic risk assessments and producing strategic risk assessment reports and a Risk Register which is submitted to the Risk and Audit Committee
Purpose/ importance	To identify and mitigate strategic risks that will impact on the achievement of departmental strategic objectives
Source/ collection of data	Quarterly risk reports and risk register
Method of calculation	Analysis of quarterly risk assessment reports and updated Risk Register
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annual

Strategic objective indicators	
Indicator	Approved Strategic Risk Assessment Reports and Risk Register
New indicator	Yes
Desired performance	Effective Strategic Risk Management against strategic objectives of the department
Indicator responsibility	Director: Internal Audit and Risk Management

Programme performance indicators	
Indicator title	Number of Risk mitigation 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	No
Desired performance	Source updates from subprogrammes and compile risk mitigation progress report at least quarterly
Indicator responsibility	Director: Internal Audit and Risk Management

Programme 2: Communication Policy, Research and Development

Strategic objective indicator	
Indicator title	Audio-Visual and Digital Content strategy 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 the Audio-Visual and Digital Content Strategy in preparation for submission to Cabinet for approval. The implementation of the strategy thereof will be in the 2020/21 financial year.
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 draft <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 strategy 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 strategy
Indicator responsibility	Chief Director: Broadcasting Policy

Programme performance indicators	
Indicator title	Broadcasting Amendment Act implemented
Short definition	The indicator is meant to amend the Broadcasting Act of 1999, so as to delete a definition; reduce the number of non-executive members of the Board of the SABC Limited; amend the procedure for the appointment and removal of non-executive members of the Board; provide for the appointment of a nomination committee to make recommendations to the Minister for the appointment of non-executive members of the Board; reconstitute the executive committee; amend the procedure for the removal and resignation of non-executive members of the Board; amend the procedure for the dissolution of the Board and for the appointment of an interim Board, and provide for matters connected therewith.
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	Report from the Broadcasting Policy Review Colloquium, the Broadcasting Amendment Bill submitted to Parliament in 2016 and consultation documents

Programme performance indicators	
Indicator title	Broadcasting Amendment Act implemented
Method of calculation	Simple count: Broadcasting Amendment Bill developed
Data limitations	Prolonged Cabinet and cluster process
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Biannually
New indicator	No
Indicator responsibility	Chief Director: Broadcasting Policy

Indicator title	Media Transformation and Diversity Charter implemented
Short definition	The charter will ensure a diverse and transformed media sector that encourages diversity of content and 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 the 2019/20 financial year. The concept 'implemented; in this regard means the DoC is monitoring compliance by the print media sector to the policy to ensure transformation. In 2019/20 financial year, the focus will be on the submission of the Media Transformation and Diversity Charter to DTI for Proclamation. Aspects of measuring implementation would be addressed and dealt with during the 2020/21 TIDs.
Purpose/importance	Government intends to enhance the information environment by promoting media diversity, so as to include the voice of those historically and currently excluded from the mainstream media environment. It also focuses on safeguarding freedom of information and opinion.
Source/collection of data	Terms of Reference for the appointment of Steering Committee to draft a Draft Media Transformation and Diversity Charter, consultation and meetings of the steering committee.
Method of calculation	Simple count: Media Transformation and Diversity Charter submitted to DTI for Proclamation
Data limitations	Political developments
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Indicator responsibility	Chief Director: Media Policy

Programme 3: Industrial Capacity Development

Subprogramme: Enterprise Development

Strategic objectives indicators	
Indicator title	Audio Visual SMME Programme focusing on 4IR and entrepreneurship skills implemented
Short definition	<p>The core objective of the programme is to transform the broadcasting sector into audio-visual content industry through the establishment of empowerment oriented Enterprise Development. The focus of the Audio-Visual SMME Programme is to identify and recruit upskill youth trained in content production in the areas of enterprise development.</p> <p>Specifically, the emphasis will be on skills development in the areas of Enterprise Development (growing of SMMEs, business acumen, management, cooperatives approach, financial management, among others, distribution, marketing skills and business planning.</p>
Purpose/importance	The programmes intends to empower youth for socio-economic participation, contributes to job creation and sustainable business entities. Further the programme is meant to contribute to transformation in the audio-visual industry through the opportunities brought by the DTT and 4IR and the multi-platform environment
Source/collection of data	Reports of the actual implementation of the programme, stakeholder engagements.
Method of calculation	Simple count: Four reports on the implementation and monitoring of Audio Visual SMME Programme focusing on 4IR and entrepreneurship skills
Data limitations	Financial constraints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Indicator responsibility	Director: Creative Industries

Programme performance indicators	
Indicator title	Access to digital platforms for the audio-visual SMMEs coordinated.
Short definition	<p>The programme is meant to identify market opportunities in various platforms from linear broadcasters, VOD, OTT, online services (You Tube, Google TV, and Facebook). The beneficiaries in the programme are youth with a bias on women, youth and people with disability. Facilitating of access to infrastructure include sourcing of funding audio-visual technology transfer of content producers.</p> <p>Implemented in this context means an Enterprise Development Programme and Model developed, which in turn will set path for creative industries business incubation for youth within that career path to have access to the market opportunities in various platforms.</p>
Purpose/importance	Coordinating and facilitating access to digital platforms (VOD, OTT) focusing on youth, women and people with disabilities.
Source/collection of data	Reports of the actual implementation of the programme, stakeholder engagements
Method of calculation	Simple count: Three reports on the facilitation of access to digital platforms
Data limitations	Financial constraints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Indicator responsibility	Director: Creative Industries

Su-programme: Broadcasting Digital Migration

Strategic objectives indicators	
Indicator title	Analogue Transmission Services Switched Off in all provinces by 2020
Short definition	The indicator focuses on tracking the implementation of the DTT programme. The implementation will be tracked through the establishment of a Programme Management Office (PMO) Critical success factors for the switch off are 85% analogue TV households switched in South Africa, Indigent households subsidised and analogue transmitters switched off. This would be an analysis of reports from implementing institutions (SAP,SENTECH and USASSA).
Purpose/importance	This programme is in response to the analogue-to-digital migration, which is linked to a decision made at the United Nations Agency, the ITU which required all countries to switch off the analogue signal.
Source/collection of data	Digital migration implementation statistical 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	Two reports on the Analogue Transmission Services Switched-Off, ASO rollout plan and provincial plans.
Data limitations	Capacity of manufacturers to produce STB in time. Capacity of the partner entities (SAPO, SENTECH and USSASA) to distribute and ensure installations and activations of services to the households
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Analogue signal switched off
Indicator responsibility	Executive Director: BDM

The identification of provinces is pending, due to the CSIR study not being concluded at the time of finalising the APP.

Programme performance indicators	
Indicator title	BDM Consumer awareness and education plan implemented
Short definition	Consumer Awareness and Education plan 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 prioritised provinces for 2019/20 ASO
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.
Method of calculation	Simple count: Consumer Awareness and Education plan and Four quarterly monitoring reports on implementation of the Consumer Awareness and Education plan.
Data limitations	
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Slightly amended
Desired performance	All South Africans are informed and educated about the importance and benefits of digital migration
Indicator responsibility	Executive Director: BDM

Subprogramme: Intergovernmental Relations and Stakeholder Management

Strategic objectives indicators	
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 through 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 three multilateral structures engaged jointly with the DTSP are: ITU-Internet, UPU – Strategy 2020 and WIPO – Broadcasting Treaty and Copyrights.
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

Strategic objectives indicators	
Indicator title	Number of Mandatory multilateral structures engaged to advance communications/broadcasting positions
Method of calculation	Simple count: Reports on three multilateral structures engaged (WIPO, ITU and UPU).
Data limitations	Prolonged conclusion of multilateral agreements
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Biannually
New indicator	No
Desired performance	Strategic engagement of partners with regional, African and global structures
Indicator responsibility	Chief Director: Intergovernmental Relations and Stakeholder Management

Programme performance indicators	
Indicator title	Number of RSA Positions developed jointly with DTPS
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 RSA Position Paper advanced for ITU-WRC-19 focused on Spectrum management and allocations for future technologies to support the development agenda jointly with DTPS.
Purpose/importance	To advance the RSA Positions at identified international forums to promote the RSA ICT Agenda and influence and inform ICT policy development.
Source/collection of data	Position papers and forum conference reports
Method of calculation	Simple count
Data limitations	Postponement of forum meeting by stakeholders
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Target met in relation to revising and updating the National Radio Frequency Plan
Indicator responsibility	Chief Director: Intergovernmental Relations and Stakeholder Management

Programme 4: Entity Oversight

Subprogramme: Strategy and Policy Alignment

Strategic objective indicators	
Indicator title	Number of SOEs QPR sessions coordinated
Short definition	The department will use the QPR sessions for SOEs (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 SOEs
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	No
Desired performance	Public entities' performance monitored
Indicator responsibility	Chief Director: Entities Oversight

Programme performance indicators	
Indicator title	Number of Performance Review and compliance monitoring reports of SOEs developed
Short definition	Monitor governance matters of public entities reporting to the Minister of Communications to ensure sustainability and viability. The report will focus on operations and financial model of SOEs.
Purpose/importance	To ensure adherence of relevant founding legislation by all SOEs and improved service delivery
Source/collection of data	QPR reports from public entities and analysis reports submitted to SOEs
Method of calculation	20 performance review reports and compliance monitoring reports of SOEs
Data limitations	None

Programme performance indicators	
Indicator title	Number of Performance Review and compliance monitoring reports of SOEs developed
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Public entities' performance monitored
Indicator responsibility	Chief Director: Entities Oversight



ANNEXURE B:

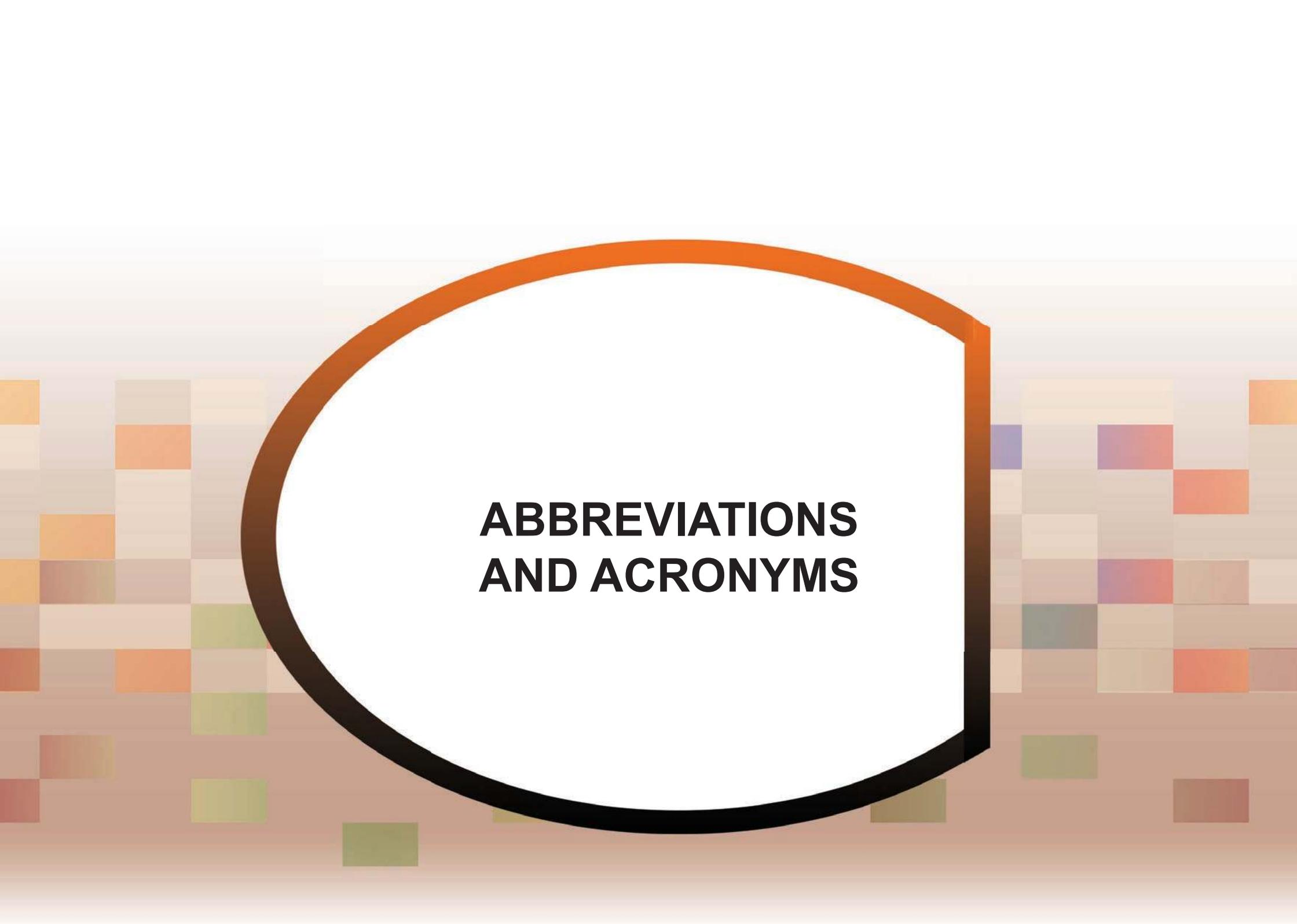
**Amendments to the
Revised 2015/16
Strategic Plan**

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

Amendments to the Objective Statements, Programme Performance indicators and targets

Strategic Objective	The new Objective Statement	Nature of amendment	Motivation/Explanation
<p>Ensure compliance with statutory requirements and good governance practices by 2019</p>	<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 100% payment of all compliant invoices within 30 days. • Develop Risk Mitigation Progress Report. 	<p>Added measures to the objective statement</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.</p> <p>The objective statement is revised to ensure alignment between the Strategic Plan and APP.</p> <p>The deleted indicators and targets will be moved to the departmental operational plan since it is process orientated.</p>
<p>Improve universal access to broadcasting services and information by all citizens in 2019</p>	<p>The objective is to conduct research and develop communication and broadcasting legislation and strategies to improve universal access to broadcasting services. Over the five year period the DoC will measure performance through development,implementation and monitoring of :</p> <ul style="list-style-type: none"> • Audio Visual and digital content strategy • Broadcasting Amendment Act. 	<p>The objective statement is revised to replace the audio visual white paper with audio visual strategy.</p>	<p>The objective statement is revised to ensure alignment between the Strategic Plan and APP.</p>

Strategic Objective	The new Objective Statement	Nature of amendment	Motivation/Explanation
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 Audio-Visual Content Programme by training Audio Visual SMME's on enterprise development and 4IR skills as well as facilitating access to digital platforms.	The indicator and target on South African Audio-Visual Digital Content Industry Strategy implemented was amended to the Audio-Visual Content Programme implemented as well as Enterprise Development Programme implemented.	The Audio-Visual Content Programme will be used to inform the development of the overall content strategy.
Ensure the country migrates from analogue to digital broadcasting by 2022	The objective is to manage digital broadcasting migration to ensure the successful migration from analogue to digital TV in South Africa. Over the five year period, the DoC will measure performance through implementing and monitoring the BDM Programme.	The indicators and targets on 10 awareness campaigns and distribution of the STBs coordinated will be reported in the overall implementation of consumer and education plan.	There is an amended inclusive indicator and target added to contribute to the achievement of the strategic objectives.



**ABBREVIATIONS
AND ACRONYMS**

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
BDM	Broadcasting Digital Migration
Brand SA	Brand South Africa
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
EC	Eastern Cape
ECA	Electronic Communications Act
EE	Employment Equity
FPB	Film and Publication Board
FS	Free State
GCIS	Government Communication and Information System
GP	Gauteng Province
HRD	Human Resource Development
HRM&D	Human Resource Management and Development
ICASA	Independent Communications Authority of South Africa
IMT	Information and Technology Management
ITU	International Telecommunications Union
KZN	KwaZulu-Natal
LM	Limpopo
MANCO	Management Committee

MDDA	Media Development and Diversity Agency
MoU	Memorandum of Understanding
MP	Mpumalanga
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NC	Northern Cape
NDP	National Development Plan
OTT	Over-the-Top
PFMA	Public Finance Management Act
PPP	Public-private partnerships
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
SKA	Square Kilometre Array
SMME	Small, medium and micro enterprise
SOE	State-owned Entity
STB	Set-top box
TID	Technical Indicator Description
VOD	Video on Demand
WC	Western Cape
WIPO	World Intellectual Property Organisation
WRC	World Radiocommunication Conference
WSP	Workplace Skills Plan





Department of Communications

Tshedimoseetso House

1035 cnr Frances Baard and Festival streets

HATFIELD

Pretoria

0083

Tel: +27.12.473.0000

www.doc.gov.za