communications & digital technologies

Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

STRATEGIC
PLAN

FOR THE DEPARTMENT OF COMMUNICATIONS
AND DIGITAL TECHNOLOGIES

2020-2025

2020/25
STRATEGIC PLAN

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31 MARCH 2020

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Table of Content

Contents

In November 2019, His Excellency President Cyril Ramaphosa announced the merger of Departments of Communications and Telecommunications and Postal Services into a single Ministry, known as the Communications & Digital Technologies. He further mandated this Department to lead South Africa through the 4th Industrial Revolution, and therefore set up a multi-sectoral Presidential Commission on the4th Industrial Revolution (PC4IR). To deliver on this goal, the Department has set up a Project Management Office (PMO) comprising several experts to provide support to the Commission and implement the recommendations of the 4IR.

In order to optimally leverage on the advantages and opportunities provided by the 4IR, it is essential for the Department to prioritise bridging of the digital divide between the digitally empowered and the digitally deprived. In doing so, we will create viable opportunities for communities, businesses, policy-makers and citizens from all walks of life to harness converging technologies for improved socio-economic growth and development.

The DCDT has identified priority interventions over the medium-term which is aimed at achieving the envisaged impact of digitally enabled citizens with secure and affordable universal access to digital services and technologies. This envisaged impact will be realised through targeted interventions aimed at achieving the following planned outcomes over the medium term: Enabling Digital

transformation policies and strategies, Increased access to secure Digital Infrastructure, transformed digital society and a High performing Portfolio to enable achievement of their respective mandates. Such targeted interventions will focus on areas of policy and legislation,

The four priority outcomes and interventions committed to in this Strategic Plan therefore illustrate a clear alignment with the DCDT's mandate of leading SA's inclusive digital transfor- mation which yields economic growth through creating an enabling policy and regulatory environment.

As the Executive Authority, I look forward to working closely with State-Owned Companies, relevant stakeholders from government, private sector and civil society in implementing this 2020-2025 Strategic Plan.

Ms Stella Ndabeni-Abrahams, MP
Executive Authority of the Department of
Communications and Digital Technologies

Foreword by the Deputy Minister

It gives me great pleasure to present the First Strategic Planning Document of the Department of Communications and Digital Technologies. This Department has been given the responsibility to position South Africa as a leader and driver of the Fourth Industrial Revolution (4IR). We believe this leadership of 4IR will unlock a better future for our country, and our continent.

The Presidential Commission on the Fourth Industrial Revolution has made important recommendations that will impact every aspect of the economy and the lives of ALL South Africans. The Commission's report provides South Africa with the tools to ensure that we extract the greatest benefit of these revolutionary technological advancements.

Now is our time, to take our rightful place on the global stage.

As we develop the nation's 4IR blueprint, there are many required outcomes. Personally, I want an approach that ensures our Outcomes are aligned to a few key strategic intents. We must use these technological advances to truly transform the economy of this nation, by impacting the poorest of the poor. I believe, it is the responsibility of this 6th administration to make the lives of our citizens better in every way possible, and we are entrusted with leading that way for technology, so as we develop the implementation plans of the blue print, there must be a tangible impact by technology that can be measured easily. As the Chair of the African Union for 2020, we must be able to provide for a factor of technology, to be left as a legacy by South Africa, on the continent.

In developing this Strategic Plan, the Department took into consideration the National Development Plan as well as the Medium-Term Strategic Framework. The Department has reflected on the Outcomes and targets of the next five years, and the transformation of the State-Owned Entities (SOEs), as the key delivery arms of Government, which is critical for this Department's Outcomes.

In his 2020 State of the Nation Address, President Cyril Ramaphosa, indicated that the state will undertake a process of rationalisation of SOE's, and ensure that they serve strategic economic or developmental purposes. Therefore, the DCDT will be focusing on the establishment of the State ICT Infrastructure Company, and the State IT Company, through the development and approval of enabling legislation.

The next five years will be critical to the DCDT, to address the issue of the 'Cost to Communicate'. We will work on a resolution with the large mobile operators to reduce data prices across pre-paid monthly bundles, with additional discounts targeted at low income households; free daily allocation of data; and free access to educational, employment, and other public interest websites. This will be a critical step in improving the lives of South Africans, bring more and more citizens into the digital world, and catalyse an increase in online businesses – the Department's key objective is creating a sustainable digital economy that will continuously be a driver of growth, and creator of employment.

The Department strives every day, to ensure that South Africa is on a trajectory of improved socio-economic development, through the implementation of our targets.

Ms Pinky Kekana, MP
Deputy Minister: Department of Communications and Digital Technologies

Statement by the Accounting Officer

This MTSF period is by far the most exciting and yet the most overwhelming as it is for the first time the newly established Department of Communications and Digital Technologies (DCDT) will embark on implementing its new mandate through a focused Strategic Plan and Annual Performance Plan. Both the Department of Telecommunications and Postal Services and the Department of Communications have worked in an integrated fashion throughout the 2019/20 financial year on strategic projects which has laid a good foundation for working together as a single coherent unit in the form of the new Department of Communications and Digital Technologies.

The DCDT 2020-2025 Strategic Plan and 2020/21 Annual Performance Plan have been jointly developed by management and staff of both the Department of Telecommunications and Postal Services and the Department of Communications with leadership from the Minister and Deputy Minister. The Plans are also guided by the Medium-Term Strategic Framework (MTSF) of government which outlines specific outcomes and priorities focused at addressing the challenges of poverty, inequality and unemployment.

One cannot ignore the fact that with the advent of the Fourth Industrial Revolution (4IR), digitisation will form the cornerstone of our socio-economic development while also pushing the boundaries in which industries operate within all sectors. This also leads to diffusion of digital technologies which impacts on all sectors and sub-sectors of our economy. Therefore, in line with the mandate of the DCDT, we have identified four specific outcomes for the medium-term which are Enabling Digital transformation policies and strategies, Increased access to secure Digital Infrastructure, a Transformed Digital Society and a High performing Portfolio to enable achievement of their respective mandates, all of which will contribute to achieving the desired impact of Digitally enabled citizens with secure and affordable universal access.

With regards to the outcome of Enabling Digital transformation policies and strategies, the Department will focus largely on creating a conducive policy environment through the development and review of relevant enabling policies, legislation and strategies including those that are targeted at improving the capacity of our State Owned Entities (SOEs) such as the South African Post Office SOC Ltd Amendment Bill and the South African Broadcasting Corporation SOC Ltd Bill. The Department will also prioritise the development and implementation of the Digital Economy Masterplan which will require cooperation from multiple stakeholders including our SOEs as well as the private sector, industry and other government Departments. We will also focus on the rationalisation of our SOEs through developing and implementing enabling legislation in the form of the State ICT Infrastructure Company Bill and the State IT Company Bill.

In terms of the Outcome of Increased access to secure Digital Infrastructure, our priority will be on accelerating the implementation of two of our flagship projects that have been dogged by legacy challenges. These are specifically the roll-out of Broadband Connectivity and the Broadcasting Digital Migration. Over the medium-term, we will prioritise the sourcing of funding for Phase 2 of Broadband roll-out while facilitating subsidized digital television installations in all provinces to enable analogues transmission switch-off. Another key focus will be on the National Radio Frequency Spectrum, which is a catalyst for immense economic growth, while also establishing Sector CSIRTs as part of our Cybersecurity initiatives

In order to have in place a Transformed digital society, our key focus will be on digitisation of government services with specific focus on front-line services supported by a fully functional and accessible e-Services portal. Another key pillar of this outcome is digital skilling through the implementation of the National Digital and Future Skills Strategy as well as key partnerships focused on the digital economy.

Key to delivering on our mandate is to have in place High performing Portfolio to enable achievement of their respective mandates which entails the Department itself and our SOEs. In this regard we will prioritise the development and implementation of a fit for purpose organisational structure which is aligned to our mandate and strategy. We will also move towards a paperless organisation through the implementation of our Digitisation Strategy which will

allow for seamless and efficient implementation of our policies, process and management decisions through digital platforms. In terms of our SOEs we will ensure stringent and proactive oversight of their service delivery performance and compliance against plans and relevant prescripts.

In conclusion, we look forward to working closely with our SOEs, other government departments, business and all other stakeholders to ensure implementation of our planned initiatives as we are committed to efficient delivery of our services to the public.

Mr. Robert Nkuna
Accounting Officer: Department of Communications
and Digital Technologies

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Communications and Digital Technologies under the guidance of Hon. Stella Ndabeni-Abrahams

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

- Accurately reflects the Impact, Outcomes and Outputs which the Department of Communications and Digital Technologies will endeavour to achieve over the period 2020- 2025.

Ms Joy Masemola:
Chief Financial Officer

Mr Farhad Osman:
Head Official responsible for Planning

Mr. Robert Nkuna
Accounting Officer

Approved by:
Hon. Stella Ndabeni-Abrahams:
Executive Authority

PART A:
Our Mandate

1. Constitutional mandate

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

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

DCDT will therefore play a specific role in fostering broader economic and social participation by all citizens through digital transformation underpinned by the Fourth Industrial Revolution (4IR). The Department will focus on creating a South Africa where citizens can enjoy greater economic and social prosperity and comfort, enjoy higher levels of health, wellbeing and safety through levering the 4IR. The benefits that come with the adoption of these advanced 4IR technologies bring both economic and social advantages and benefits, transforming how we relate as individuals, groups, and organizations across the globe.

2. Legislative and Policy Mandates

Following the May 2019 National Elections, the President pronounced the establishment of the National Department of Communications and Digital Technologies. Accordingly, the Presidential Proclamation in Government Gazette dated 14 August 2019 (President Minute: 372) confirmed the transfer of administration, powers and functions entrusted by legislation to the Minister of Communication in terms of Section 97 of the Constitution. Accordingly, the mandate of the DCDT is as follows: To lead South Africa's digital transformation to achieve digital inclusion that must result in economic growth through creating an enabling policy and regulatory environment.

The following State-Owned Entities report to the Ministry:

- National Electronic Media Institute of South Africa,

- Universal Service and Access Agency of South Africa,

- Independent Communications Authority of South Africa,

- South African Broadcasting Corporation,

- Universal Service and Access Fund,

- .za Domain Name Authority,

- State Information and Technology Agency,

- Sentech,

- Broadband Infraco,

- South African Post Office and

- Film and Publication Board.

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

Name of Act Purpose	Name of Act Purpose
Sentech Act, 1996 (Act No. 63 of 1996)	To provide for the transfer of all the shares of the South African Broadcasting Corporation in Sentech (Pty.) Ltd. to the State; for the conversion of Sentech (Pty.) Ltd. from a private to a public company, Sentech Ltd.; for the control of Sentech Ltd.; and for matters connected therewith.
Former States Posts and Telecommunications Act, 1996 (Act No. 5 of 1996)	To provide for the integration of the departments of posts and telecommunications of the former Republics of Transkei, Bophuthatswana, Venda and Ciskei with Telkom SA Limited and the South African Post Office Limited; and to provide for the transfer of the postal and the telecommunications enterprises conducted by those departments as well as certain land used by them for that purpose to the said companies; and to provide for matters connected therewith.
Former States Broadcasting Reorganisation Act, 1996 (Act No. 91 of 1996)	To provide for the integration of the departments of posts and telecommunications of the former Republics of Transkei, Bophuthatswana, Venda and Ciskei with Telkom SA Limited and the South African Post Office Limited; and to provide for the transfer of the postal and the telecommunications enterprises conducted by those departments as well as certain land used by them for that purpose to the said companies; and to provide for matters connected therewith.
Postal Service Act, 1998 (Act No. 124 of 1998)	To provide for the integration of the departments of posts and telecommunications of the former Republics of Transkei, Bophuthatswana, Venda and Ciskei with Telkom SA Limited and the South African Post Office Limited; and to provide for the transfer of the postal and the telecommunications enterprises conducted by those departments as well as certain land used by them for that purpose to the said companies; and to provide for matters connected therewith.
Department of Communications Rationalisation Act, 1998 (Act No. 10 of 1998)	Department of Communications Rationalisation Act, 1998 (Act No. 10 of 1998) To provide for the rationalisation of the Department of Communications; and to provide for matters connected therewith.
Electronic Communications and Transactions Act, 2002 (Act No. 25 of 2002)	To provide for the facilitation and regulation of electronic communications and transactions; to provide for the development of a national e-strategy for the Republic; to promote universal access to electronic communications and transactions and the use of electronic transactions by SMMEs; to provide for human resource development in electronic transactions; to prevent abuse of information systems; to encourage the use of e-government services; and to provide for matters connected therewith.
Electronic Communications Act, 2005 (Act No. 36 of 2005)	To promote convergence in the broadcasting, broadcasting signal distribution and telecommunications sectors and to provide the legal framework for convergence of these sectors; to make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting services; to provide for the granting of new licenses and new social obligations; to provide for the control of the radio frequency spectrum; to provide for the continued existence of the Universal Service Agency and the Universal Service Fund; and to provide for matters incidental thereto.

Name of Act Purpose	Name of Act Purpose
Independent Communications Authority of South Africa, 2000 (Act No. 13 of 2000)	In so far as the Independent Communication Authority may make recommendations to the Minister on policy matters and amendments to the Electronic Communications Act, No 36 of 2005 and the Postal Services Act, No 124 of 1998, which accord with the objects of these Acts to promote development in the electronic transactions, postal and electronic communications sectors. Furthermore, in so far as policy made, and policy directions issued, by the Minister in terms of the Postal Services Act, No 124 of 1998, Electronic Communications Act, No 36 of 2005 and any other applicable law.
South African Post Bank Limited Act, 2010 (Act No. 9 of 2010)	To provide for the incorporation of the Postbank Division of the South African Post Office; to provide for the transfer of the enterprise of that Division to the Postbank company; to provide for the governance and functions of the Postbank company; and to provide for matters connected therewith.
South African Post Office SOC Ltd Act, 2011 (Act No. 22 of 2011)	To provide for the continued corporate existence of the South African Post Office and its subsidiaries; to provide for its governance and staff; and to provide for matters connected therewith.
State Information Technology Agency Act, 1998 (Act No. 88 of 1998).	To provide for the establishment of a company that will provide information technology, information systems and related services to, or on behalf of, participating departments and in regard to these services, act as an agent of the South African Government; and to provide for matters connected therewith. *The placement of SITA is yet to be confirmed via the Presidential Proclamation*
Broadband Infraco Act, No. 33 of 2007.	To provide for the main objects and powers of Broadband Infraco (Proprietary) Limited; to provide for the borrowing powers of Broadband Infraco (Proprietary) Limited; to provide for servitudes and additional rights in favour of Broadband Infraco (Proprietary) Limited; to provide for the expropriation of land or any right in land by the Minister on behalf of Broadband Infraco (Proprietary) Limited; to provide for the conversion of Broadband Infraco (Proprietary) Limited; into a public company having a share capital incorporated in terms of the Companies Act, 1973; and to provide for matters connected therewith.
Films and Publications Act, 1996 (Act 65 of 1996).	To provide for the classification of certain films and publications; to that end to provide for the establishment of a Film and Publication Board and a Film and Publication Review Board; to repeal certain laws; and to provide for matters connected therewith.
Broadcasting Act, 1999 (Act 4 of 1999).	To repeal the Broadcasting Act, 1976 (Act No. 73 of 1976), so as to establish a new broadcasting policy for the Republic; to amend certain provisions of the Independent Broadcasting Authority Act, 1993 (Act No. 153of1993); to clarify the powers of the Minister in regard to policy formulation and the Authority's powers with respect to the regulation and licensing of the broadcasting system; to provide for classes of broadcasting activities in the public interest and for that purpose to provide a Charter for the South African Broadcasting Corporation Ltd; to establish the Frequency Spectrum Directorate in the Department; to establish the South African Broadcasting Production Advisory Body; and to establish a human resource capacity in policy development; and to provide for matters connected therewith.

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

- The Constitution of the Republic of South Africa, 1996 (108 of 1996);

- The Public Service Act, 1994 (Act 103 of 1994) as amended; and

- The Public Finance Management Act, 1999 (Act 1 of 1999) as amended.

3.   **Institutional Policies and Strategies over the five year planning period**

Chapter 4 of the National Development Plan recognises that ICT is a key enabler of inclusive economic growth that is critical to addressing inequality in South Africa. Taking into consideration the development in relation to the Fourth Industrial Revolution (4IR) as well as the envisaged outcomes of the Presidential Commission on 4IR, coupled with direction stemming from the NDP Five-Year Implementation Plan and the MTSF, the DCDT will in the medium-term focus on developing new and revising existing policies, strategies and legislation. Such initiatives are encapsulated within the Outcome of Enabling digital transformation policies and strategies which also informed the Legislative Programme over the MTEF period.

4.   **Relevant Court Rulings**

None

PART B:
Our Strategic Focus

5. Vision

A leader in enabling a connected and digitally transformed South Africa

6. Mission

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

7. Values

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

8. Situational Analysis

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

8.1 External Environment Analysis

The Fourth Industrial Revolution (4IR) is changing the world and has the potential to improve all facets of our lives from both a social and economic perspective. It will however require multiple stakeholders from society, industry and government to work together proactively to ensure that we leverage new technologies to build a better future for all. According to the World Economic Forum (WEF), the Fourth Industrial Revolution is bringing about the development of new techniques and business models which will fundamentally transform production process, government decisions, industry and the society at large, as they will be confronted by a new set of challenges and uncertainties.

The WEF also contends that the Fourth Industrial Revolution will lead to a new type of competition between and within countries, along with growing uncertainties across manufacturing nations and as so, country leaders will have to be more intentional about specific efforts to diffuse and adopt technology, often aggregated under an umbrella national programme. Therefore, President Cyril Ramaphosa has appointed the Presidential Commission on the Fourth Industrial Revolution (4IR) which is chaired by The President of South Africa, and has been tasked with a comprehensive set of responsibilities under its Terms of Reference (TORs). These include proposing the country's overarching strategy for the Fourth Industrial Revolution as well as making recommendations regarding the institutional frameworks and roles of various sectors of society within the broad plan. This work has been undertaken by the Commissioners, through a workstream approach, focusing their work efforts on critical themes.
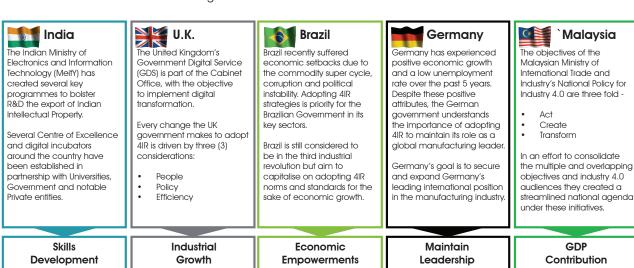
PC 4IR Workstreams:

| Integration, Programme Management & Communications |
| Socio-Economic Impact |
| Science Technology & Innovation | Infrastructure & Resources | Human Capital & Future World of Work | Capital Markets & Financing | Commercialisation & Industrialisation |
| Policy & Legal |

No revolution comes without risks. It is therefore critical that as government, we adopt a holistic approach towards 4IR to maximise its potential benefits while minimising the potential threats to ensure that it improves the lives of all people. This in essence means that we need to manage the threat of new technologies amplifying current inequalities, as new technologies may further concentrate benefits and value in the hands of the already wealthy. If the rapid change to 4IR is not properly managed to ensure no one gets left behind, the already marginalized will suffer the most.
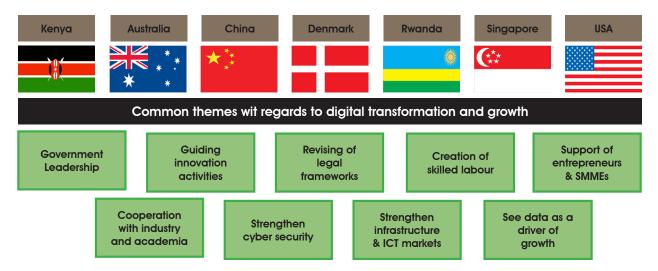
Many countries across the globe are attracted towards the concept of Industry 4.0. due to its critical impact to a country's economic growth and industry relevance on the global stage. The following is a glimpse of other countries which are embracing Industry 4.0.

The Countries benchmarked include – India, the United Kingdom, Brazil, Germany and Malaysia. The focus was on best practices, governance structures, 4IR focus areas, impact on economy, strategic rationale, investments and programmes, required partnerships, dependencies and case for change. The high-level research outcomes below were shared at the strategic sessions.:

India
The Indian Ministry of Electronics and Information Technology (MeitY) has created several key programmes to bolster R&D the export of Indian Intellectual Property.

Several Centre of Excellence and digital incubators around the country have been established in partnership with Universities, Government and notable Private entities.

Skills Development

U.K.
The United Kingdom's Government Digital Service (GDS) is part of the Cabinet Office, with the objective to implement digital transformation.

Every change the UK government makes to adopt 4IR is driven by three (3) considerations:

• People
• Policy
• Efficiency

Industrial Growth

Brazil
Brazil recently suffered economic setbacks due to the commodity super cycle, corruption and political instability. Adopting 4IR strategies is priority for the Brazilian Government in its key sectors.

Brazil is still considered to be in the third industrial revolution but aim to capitalise on adopting 4IR norms and standards for the sake of economic growth.

Economic Empowerments

Germany
Germany has experienced positive economic growth and a low unemployment rate over the past 5 years. Despite these positive attributes, the German government understands the importance of adopting 4IR to maintain its role as a global manufacturing leader.

Germany's goal is to secure and expand Germany's leading international position in the manufacturing industry.

Maintain Leadership

`Malaysia
The objectives of the Malaysian Ministry of International Trade and Industry's National Policy for Industry 4.0 are three fold -

• Act
• Create
• Transform

In an effort to consolidate the multiple and overlapping objectives and industry 4.0 audiences they created a streamlined national agenda under these initiatives.

GDP Contribution

Global Research and Benchmarking Outcome – Deloitte Consulting (2019)

Several common themes and focus areas were identified across multiple countries that embarked on the digital transformation journey.

Kenya	Australia	China	Denmark	Rwanda	Singapore	USA

Common themes wit regards to digital transformation and growth

Government Leadership	Guiding innovation activities	Revising of legal frameworks	Creation of skilled labour	Support of entrepreneurs & SMMEs

Cooperation with industry and academia	Strengthen cyber security	Strengthen infrastructure & ICT markets	See data as a driver of growth

According to the World Economic Forum White Paper on The Next Economic Growth Engine (2018), the WEF identifies seven types of government-led national efforts to adopt and diffuse new production technologies. These need to be customised for country-specific nuances and a nation's industrial sector mix and include:

• Building awareness by communicating the importance of national initiatives and programmes, and by sharing success stories and lessons from technology and innovation adoption journeys for pioneering companies;

• Establishing financial incentives, such as tax credits or public loans, that support the acquisition and development of Fourth Industrial Revolution technologies for large, medium and small enterprises;

• Creating a robust legislative framework to regulate areas impacted by new technologies (e.g. intellectual property, data protection, cross-border flows);

• Spurring accreditation of companies that successfully adopt Fourth Industrial Revolution technologies, nationally and internationally, thus supporting the technology and industry ecosystem;

• Expanding connectivity and data-security protection with specific efforts in production, for example creating dedicated taskforces, institutions and frameworks on cybersecurity;

• Promoting research, development and innovation for the for Fourth Industrial Revolution technologies applied to production;

• Setting up new talent and education programmes adapted to the future of the production workforce.

The Fourth Industrial Revolution is seen to have profound effects on many spheres, not least of which is jobs and employment. The WEF observes that new industries are creating fewer jobs, and those jobs require advanced skills. Furthermore, technologies such as artificial intelligence and robotics may destroy or disrupt many jobs in the services sector and in labour-intensive industries. Increased digitalisation will also necessitate more attention being paid to associated risks such as cybersecurity, privacy and data security, to name a few. Therefore, building an innovation society is critical as it enables us to meet the demands of our fast-growing nation, solve our challenges, create new value and make 4IR technologies relevant to us.

However, in South Africa, the situation is very different. The demographic composition leans towards the youth. Unemployment is at an all-time high, with a decline in jobs in manufacturing and mining. The social contexts are also very different with regards to social nets, education levels, costs of transport, rising inequality, etc. The implication is that policy processes must be re-thought and redesigned, that the political nature of technologies must be better understood, and lastly that values that promote societal benefits and well-being as priorities for governance can be directed to the development and use of emerging technologies. The current situation of

trying to incrementally and linearly manage institutions, policies and programmes while technological change is accelerating exponentially has huge consequences for public sector management and governance. The increasing pace and effect of technological change at the levels of products/services, processes, and business models demands that government departments and programmes increase the speed and intensity of collaboration to strengthen the economy, governance systems and the regulatory environment.

Globally, efforts are under way to adopt policy and regulatory regimes to harness the 4IR to achieve national and international goals. The United State of America (USA), the European Union (EU), China, and Russia, amongst many others, are accelerating policy and legislative reforms to harness technological change to meet national objectives. Therefore, a critical pillar to ensure that the Fourth Industrial Revolution does not widen inequality gaps and create new social problems is the establishment of clear policies, legislation, and governance around the creation, the use as well as the results or outputs of both current technologies and new technologies to come. These rules need to be flexible and efficient enough to adapt to the rapid evolution of technologies but also be rigid enough to ensure citizens' rights and interests are always protected. The policies need to ensure that the transformation is equitable and fair to all South Africans. Policies, laws and regulations on 4IR technologies must ensure entities are using the data appropriately for good and protect the citizens without limiting the creation and potential of new applications. Enforceability is an added dimension which must be given the necessary attention. To this end, the Department will focus on reviewing existing policy and legislation towards creating integrated and fit for purpose policy and legislation to harness 4IR initiatives towards achieving national outcomes. Key to this will be the development of the Digital Transformation Policy which will incorporate a revision of all existing ICT Policy and Legislation which will also be informed by the recommendations of the Report from the Presidential Commission 4IR. The Department will also develop an implementation plan stemming from the Report of the Presidential Commission on 4IR, the implementation of which will be facilitated by the Project Management Office on 4IR.

Furthermore, digital infrastructure are foundational services that are necessary to the information technology capabilities of a nation because it is necessary to the economy and quality of life of a modern nation. It is therefore considered one of the critical pillars within the 4th Industrial Revolution. However, as a country we are well short in terms of meeting our targets in relation to key infrastructure projects such as Broadband Connectivity and Broadcasting Digital Migration, largely due to several legacy challenges inclusive of budgetary constraints. Such challenges are currently being addressed through exploring additional funding mechanisms for SA Connect. Key to enabling such infrastructure are initiatives related to availability of spectrum including spectrum for 5G as well as the reduction of the cost to communicate, with specific reference to data costs. During the roll-out of broadband connectivity, the Department will align its initiatives, from a technology perspective, with the Smart Communities Framework, which is being led by the Department of Cooperative Governance and Traditional Affairs. The Smart Communities Framework will be implemented in line with the District Development Model which will be underpinned by the uptake and usage of new digital technologies.

Service delivery by government can also be hugely impacted by the Fourth Industrial Revolution. Key to enabling the leveraging of the Fourth Industrial Revolution by government is the effective digital transformation of government and the development of maturity models and cross departmental targets that can be used to digitally transform the state and move from digital transformation all the way into leveraging Fourth Industrial Revolution Technologies. Digitisation is the engine behind the Fourth Industrial Revolution. It is therefore critical that government drive digital transformation as an enabler and dependency for the effective utilisation of 4IR Technologies.

Another key dependency for government's ability to leverage 4IR is the development of the skills and capabilities needed to explore, experiment, implement, maintain and continuously innovate using digital technologies. Our South African reality is that we are already faced with huge unemployment challenges, with the majority of our population being employed in lower-skilled jobs. Of concern is our digital economy, with skills shortages especially within the context of job creation and the promotion of local businesses. Businesses are being digitally disrupted, which presents an opportunity for a growing digital economy. While a lot of employed people are improving their skills set for a digital world, there are also thousands of school leavers every year without proper digital literacy. Apart from the lack of digital skills training at schools, we must consider an improved technical education system so that people are equipped with the skills they need to flourish in the digital age. In this digital age, unskilled or

outdated digital skills won't help as youth and workforce who don't possess or develop the higher-order skills will be excluded from opportunities.

Countries need to be geared for a rapidly changing environment or risk stagnating or falling behind their peers. In theory, new technological paradigms should allow countries like South Africa to leapfrog some of the older established economies. It would take an immense effort of public sector coordination, education and private sector mobilisation to get the enabling factors in place. However, it is acknowledged that government alone cannot make the desired impact. There are several stakeholders that are responsible for the implementation of the identified interventions which will include roles for Development Finance Institutions, State Owned Entities and the public and private sectors in relation to each of the interventions. The Department will also look at leveraging off the Public Private Growth Initiative, a partnership between government and the private sector, while social compacts will also be used as mechanism to bring key stakeholders together to accelerate implementation of the plan. Therefore, extensive collaboration is required with other government and non-government stakeholders including the private sector and civil society towards delivery of the relevant initiatives in order to achieve the planned outcomes and make the desired impact.

8.2   Internal Environment Analysis

In November 2018, President Ramaphosa announced the merger of the Department of Telecommunications and Postal Services (DTPS) and the Department of Communications (DOC) to be headed by Minister Stella Ndabeni-Abrahams. Following the May 2019 National Elections, the President pronounced the establishment of the National Department of Communications and Digital Technologies. Accordingly, the Presidential Proclamation in Government Gazette dated 14 August 2019 (President Minute: 372) confirmed the transfer of administration, powers and functions entrusted by legislation to the Minister of Communications in terms of Section 97 of the Constitution.

The Department of Telecommunications and Postal Services and the Department of Communications have been participating in the National Macro Organisation of Government (NMOG) process, facilitated by the Department of Public Service and Administration, as it moves towards establishing itself as the Department of Communications and Digital Technologies. The Departments have undertaken joint strategic planning to craft the medium-term strategy for the DCDT, inclusive of its vision, mission and mandate. The strategy will further inform the development of a revised organisational structure for the DCDT which will be supported by the development of a new budget programme structure.

As an interim measure, in the short-term, the DCDT will be functioning with a start-up organisational structure until the revised organisational structure, aligned to the mandate and strategy of the DCDT, is finalised, approved and implemented. Following the approval of the revised organisational structure, the DCDT will develop a new budget programme structure that will allow for the Department to optimally deliver on its mandate. In terms of acquiring relevant skills to deliver on its mandate, the DCDT will undertake a structured and comprehensive skills audit which will inform the development and implementation of a Workplace Skills Plan (WSP) aimed at capacitating employees with requisite skills aligned to the mandate and strategy.

As part of its digitisation journey, the new Department will prioritise the implementation of the Integrated Digitisation Strategy towards a paperless organisation. This programme will continue within the DCDT through the digitisation of additional business processes and systems as part of implementing the Integrated Digitisation Strategy. The Integrated Digitisation Strategy will take into consideration the merger of the DTPS and DOC as it will require a consolidation of processes and systems which will include the review of existing operational policies and procedures. Furthermore, the Department will ensure the mainsstreaming of critical issues related to designated groups through the Chief Directorate: Gender, Disability, Youth and Children. This Unit will also ensure that all Departmental programme, policies and processes are inclusive of issues related to such designated groups.

Lastly, in finalizing its Strategic Plan and Annual Performance Plan, both Departments took into consideration the limited resources available, both financial and human, which negatively impacted on its capacity to execute and deliver on some of its 2019/20 planned targets.

8.3   DCDT Theory of Change

8.3.1   Problem Statement

According to the Report of the Presidential Commission on 4IR, South Africa stands at the cusp of a historical opportunity to leverage and direct technology and unprecedented production capabilities for economic competitiveness. Such technologies can also assist in addressing persistent human and social developmental challenges in the areas of health, education, human settlement, food security and nutrition.

However South Africa is facing key problems that must be taken into consideration as we prepare for and embrace the 4IR. As per the World Economic Forum data, the Gross Domestic Product (GDP) of South Africa was 366.30 billion US dollars in 2018. South Africa reached an all-time high of GDP in 2011 at 416.42 billion USD. However, if a comparison of year on year is performed of GDP growth, the South African economy has seen a steady decline in GDP growth with 2009 experiencing negative growth. It is therefore critical that government be cognisant of the 4IR and how this revolution, through policy creation and a clear coordinated strategy, can aid inclusive economic growth in South Africa. According to the Global Competitive Index, South Africa, compared to other African nations has slowly declined in global competitiveness. Furthermore, a key driver for economic reform is energy. South Africa has an ageing infrastructure producing and providing electricity to businesses and citizens. This ageing infrastructure has an impact on economic growth.

According to the Global Competitiveness Report (2018), by the World Economic Forum, the inequalities evident in the South African economy due to the legacy of apartheid has led to a high level of poverty in the country. South Africa has a dual economy: "on the one hand it is a small high-skilled, high-productivity economy and on the other hand, a large low-skilled, low-productivity one". This has an impact on the socio-economic problems that face South Africa.

The inequalities in the South African economy, coupled with the weakness in its economic growth has resulted in high unemployment rates in the country, which have added a further strain on the economy. Coupled with the high unemployment, another weakness for economic growth is shortages in the skilled labour force that could aid economic reforms. Therefore, a key challenge in South Africa relates to two key labour market characteristics: unemployment and underemployment, both of which have been attributed, in part, to a seeming skills mismatch. This is further compounded by the numbers of young people who are classified as not in education, employment or training (NEETS).

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

The Fourth Industrial Revolution has the potential to catalyse South Africa's path to attaining the goals of the National Development Plan. For South Africa to prepare for and adequately participate in the 4IR, the drive to connect society to the Internet with affordable digital infrastructure is urgent and imperative. South Africa can therefore not afford to allow the digital divide to deteriorate further into a digital chasm by continuing to lag technological progress.

8.3.2 Desired Change

The best way to describe the desired change is through unpacking the new vision, impact statement and planned outcomes of the Department of Communications and Digital Technologies, which directly address the current problems and challenges articulated above.

Given the current scenario and the advent of the Fourth Industrial Revolution, the Department aims to achieve the desired impact of creating a South Africa comprising of digitally enabled citizens with secure and affordable universal access to digital services and technologies. In order to make this desired impact, the Department has identified critical game changers which have been articulated within four desired outcomes that must be achieved over the MTSF period.
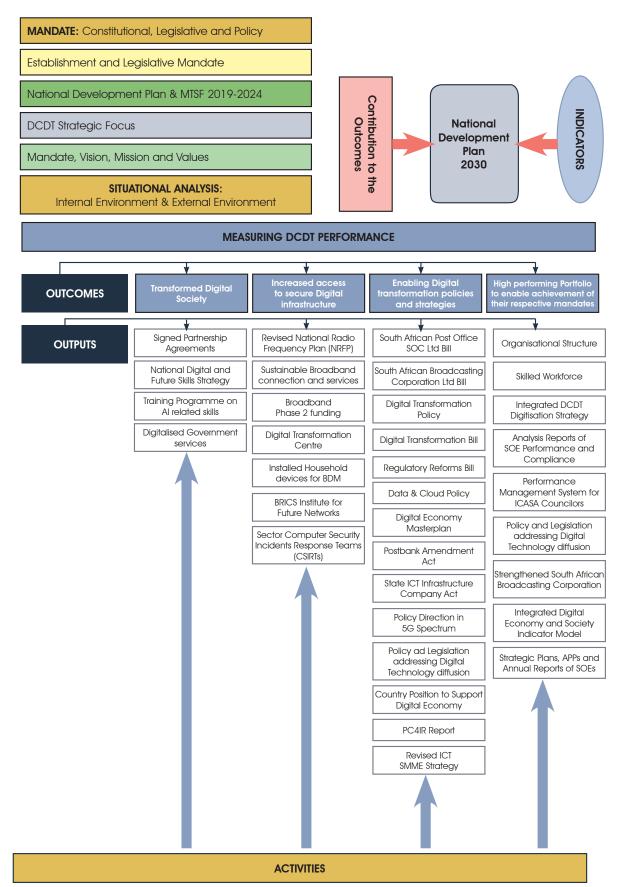
The first outcome focuses on having in place Enabling digital transformation policies and strategies aimed at creating a conducive policy and regulatory environment through the review and development of enabling policies, legislation and strategies aligned to the demands of the digital economy. Such interventions will also address existing challenges inclusive of universal access and the related challenge of the high cost of communications with specific reference to high data costs as well as the efficient functioning of our State Owned Entities to optimally deliver on government priorities and outcomes.

The cornerstone of the digital economy is adequate digital infrastructure. Therefore, the second outcomes related to Increased access to secure digital infrastructure. In this regard, our priority will be to fast track two key infrastructure related programmes which will unlock our potential as a country to participate in and create a flourishing digital economy. Priority will be given to accelerating and concluding the broadcasting digital migration programme which will also free up much needed radio frequency spectrum. Focus will also be given to accelerating the roll-out of broadband connectivity with emphasis on securing additional funding for Phase two through conducting a feasibility study to inform the most optimal funding models. Increase in access and usage of digital infrastructure Digital will need to be supported by efficient cybersecurity interventions. In this regard, focus will be on escalating cybersecurity interventions through the establishment of Sector Cybersecurity Incident Response Teams (SCIRTs).

Fully embracing and leveraging off the benefits of the fourth industrial revolution will require the achievement of the third Outcome of a Transformed digital society. In this regard, focus will be on digitalisation of government services with specific focus on frontline services supported by a fully functional and accessible e-Services portal. A critical enable of a digital society is availability of digital skills. Focus will therefore be on implementation of the National Digital and Future Skills Strategy as well as key partnerships focused on the digital economy.

In order to deliver on such interventions, it is critical that the Department and its SOEs ready themselves accordingly. Therefore, the fourth Outcome of having in place a High performing Portfolio to enable achievement of their respective mandates is critical. In this regard priority will be on developing and implementing a fit for purpose organisational structure which is aligned to our mandate and strategy. The implementation of such a strategy will require adequately skilled staff through the development and implementation of a Workplace Skills Plan aligned to the mandate of the organisation. Focus will also be on digitising our internal processes to optimise service delivery. The optimal functioning of our SOEs, as our delivery arms, is critical. Therefore, we will ensure stringent and proactive oversight of their service delivery performance and compliance against plans and relevant prescripts, while monitoring the turnaround plans of relevant SOEs to ensure their growth and sustainability.

THE THEORY OF CHANGE LOGIC MODEL INFORMING THE PLANNING APPROACH

MANDATE: Constitutional, Legislative and Policy

Establishment and Legislative Mandate

National Development Plan & MTSF 2019-2024

DCDT Strategic Focus

Mandate, Vision, Mission and Values

SITUATIONAL ANALYSIS:
Internal Environment & External Environment

Contribution to the Outcomes → **National Development Plan 2030** ← **INDICATORS**

MEASURING DCDT PERFORMANCE

OUTCOMES	Transformed Digital Society	Increased access to secure Digital infrastructure	Enabling Digital transformation policies and strategies	High performing Portfolio to enable achievement of their respective mandates
OUTPUTS	Signed Partnership Agreements	Revised National Radio Frequency Plan (NRFP)	South African Post Office SOC Ltd Bill	Organisational Structure
	National Digital and Future Skills Strategy	Sustainable Broadband connection and services	South African Broadcasting Corporation Ltd Bill	Skilled Workforce
	Training Programme on AI related skills	Broadband Phase 2 funding	Digital Transformation Policy	Integrated DCDT Digitisation Strategy
	Digitalised Government services	Digital Transformation Centre	Digital Transformation Bill	Analysis Reports of SOE Performance and Compliance
		Installed Household devices for BDM	Regulatory Reforms Bill	Performance Management System for ICASA Councilors
		BRICS Institute for Future Networks	Data & Cloud Policy	Policy and Legislation addressing Digital Technology diffusion
		Sector Computer Security Incidents Response Teams (CSIRTs)	Digital Economy Masterplan	Strengthened South African Broadcasting Corporation
			Postbank Amendment Act	Integrated Digital Economy and Society Indicator Model
			State ICT Infrastructure Company Act	Strategic Plans, APPs and Annual Reports of SOEs
			Policy Direction in 5G Spectrum	
			Policy ad Legislation addressing Digital Technology diffusion	
			Country Position to Support Digital Economy	
			PC4IR Report	
			Revised ICT SMME Strategy	

ACTIVITIES

PART C:
Measuring our Performance

The Outcomes set out for the Department of Communications and Digital Technologies are persuasively expected to be achieved over the next five years and must be seen as a process of contributing towards the achievement of objectives that are aligned with the NDP vision and the outcomes of the Medium Term Strategic Framework.

9. Institutional Performance Information
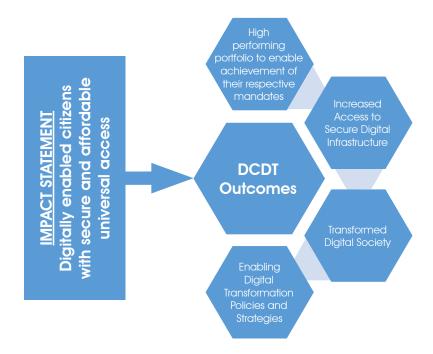
9.1 Measuring the Impact

Impact Statement	Digitally enabled citizens with secure and affordable universal access

Through this Impact Statement, the Department recognises that the importance of universal access to digital technologies cannot be underestimated, as it enables the citizens to do their work, to socialise, to access government services, become economically active and to hold those in power accountable. However, what is equally important is that such access is secure and affordable to all citizens irrespective of race, class or geographic location. The Department will therefore work towards digitally enabled citizens with secure and affordable universal access to digital technologies and services as a key means towards socio-economic growth.

9.2 Measuring Outcomes

The Department has set itself four medium-term Outcomes of having in place Digitally enabled citizens with secure and affordable access to universal access to digital technogolies and services. In order to achieve these Outcomes, the Department has planned strategic initiatives to achieve the four key outcomes which will focus on having in place Enabling digital transformation policies and strategies, which will also catalyse Increased access to secure digital infrastructure so as to allow for a Transformed digital society. The Department acknowledges that in order to achieve this desired impact and outcomes, it is imperative to have in place a High performing Portfolio to enable achievement of their respective mandates.

OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Enabling Digital transformation policies and strategies	Approved and implemented Digital Transformation Act	No Digital Transformation Policy in place	Digital Transformation Act implemented
	Approved and implemented Digital Economy Masterplan	No Digital Economy Masterplan in place	Implementation of Digital Economy Masterplan facilitated and monitored
	Approved Country Positions, advanced to support the Digital Economy	18 Country Positions	12 RSA Positions, focused on supporting the Digital Economy, developed and advanced at relevant international forums
	Operational State ICT Infrastructure Company	Draft State ICT Infrastructure Company Bill in place	State ICT Infrastructure Company Act implemented
	Operational State IT Company	Draft State IT Company Bill in place	State IT Company Act implemented
	Approved and implemented PC4IR Report	Draft PC4IR Report in place	Implementation of PC4IR Report facilitated and monitored
Increased access to secure Digital Infrastructure	Increase in broadband connectivity	570 identified sites connected	Implementation of Phase 2 broadband connectivity facilitated
	Increase in availability of Radio Frequency Spectrum	Spectrum allocated as per current National Radio Frequency Plan	Updated National Radio Frequency Plan revised, approved and implemented
	Number of subsidized digital television installations coordinated and monitored	511 368 household devices installed	4,1 million household devices installed in all identified households within SA
	Operational BRICS Institute for Future Networks	BRICS Institute for Future Networks not in place	Operations of the BRICS Institute for Future Networks coordinated and monitored
Transformed digital society	Level of implementation of the e-Government Strategy and Roadmap	e-Government Strategy and Roadmap in place	Implementation of e-Government Strategy and Roadmap
	Approved and implemented Digital and Future Skills Strategy	Draft National Digital and Future Skills Strategy developed	Implementation of the Digital and Future Skills Strategy facilitated and monitored
	Number of signed and implemented Partnership Agreements	2 partnership agreement in place	6 Partnership agreements, focusing on the Digital Economy, signed, and implementation facilitated and monitored

OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
High performing Portfolio to enable achievement of their respective mandates	Approved and implemented revised organisational structure, aligned to strategy	No DCDT organisational structure in place	Revised organisational structure, aligned to strategy, fully resourced and implemented
	Implemented Integrated DCDT Digitisation Strategy	3 business processes digitised	Integrated DCDT Digitisation Strategy fully implemented
	Approved Strategic Plans and APPs of SOEs	Strategic Plans and APPs of existing SOEs	Strategic Plans and APPs of all SOEs analysed, approved and monitored
	Approved Performance Management System for ICASA Councilors	No Performance Management System, for ICASA Councilors, in place	Performance Management System, for ICASA Councilors implemented
	Approved and implemented Integrated Digital Economy and Society Indicator Model	No indicator model in place	Integrated Digital Economy and Society Indicator Model implemented

9.3 Explanation of planned performance over the five year planning period

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

The Department acknowledges that to make the desired impact of Digitally enabled citizens with secure and affordable universal access to digital technologies and services, a key component would be ensuring increased access to secure digital infrastructure. Hence in order to attain this Outcome, focus will be specifically given to the release of high demand Spectrum as well as the future of 5G Spectrum. Another critical pillar will be the continuation of broadband connectivity in line with SA Connect Policy aligned to the MTSF commitments of ensuring that 80% of population have access to the internet. Another critical pillar to this Outcome is the conclusion of the Broadcasting Digital Migration through installation of 4,1 million household devices in all identified households within SA which will allow for the switch-off of analogue transmission in all provinces.

The Department will also during the MTSF period focus on establishing the BRICS Institute for Future Networks, the programme of activities is envisaged to comprise a collection of applied research, technology development and commercialisation projects that aim to create new future networks products or localisation of selected products, services and enterprises towards the eventual commercialisation of such products and services.

A critical element to digital transformation is the Outcome of having a Transformed digital society which is built on a digitally skilled society. The Department will therefore, over the medium term, focus on the implementation of the Digital and Future Skills Programme, in line with National Digital and Future Skills Strategy. Focus will also be on research related to emerging technologies to inform policy and legislation.

A high performing portfolio, inclusive of the Department and its SOEs is critical in order to achieve the desired impact and planned outcomes. Focus will therefore be on establishing such a high performing Portfolio through the development and implementation of a fit for purpose organisational structure which is aligned to the strategy. Given its new mandate, the Department will require adequately skilled resources with relevant skills to implement set projects. Therefore, the development and implementation of a targeted Workplace Skill Plan (WSP) which is aligned to the mandate will have a significant impact on the achievement of the planned initiatives. Furthermore, in order to improve the efficiency and effectiveness of its processes, the Department will prioritise the implementation of an Integrated Digitisation Strategy. The Department will also focus on positioning itself as the authority on ICT statistics and data through prioritising the development and implementation of an integrated Digital Economy and Society Indicator Model. Lastly, in order to optimise the functioning of its SOEs, the Department will focus on stringent oversight through pro-actively monitoring the service delivery performance and compliance of SOEs against strategic plans and relevant prescripts.

10. Key Risks

OUTCOME	OUTCOME INDICATORS	KEY RISK	RISK MITIGATION
Enabling Digital transformation policies and strategies.	Approved and implemented Digital Transformation Act. Approved and implemented Digital Economy Masterplan.	Failure to timely develop and/ or update digital transformation policies, strategies and masterplans to enable secure and affordable universal access to digital services.	☐ Establish research capacity to keep up with the rapidly changing digital technologies and services and provide timely and credible research data to inform digital policies, strategies and masterplans. ☐ External stakeholder engagements to foster buy-in / Internal and External consultations (3 spheres of Government, Regulator, Operators, gazetting). ☐ External stakeholder engagements to lobby approval of Bills (DPME, OCSLA, FOSAD Cluster and Cabinet). ☐ Establish monitoring and evaluation capacity / structure to monitor and evaluate compliance with the digital policies and strategies by the operators. ☐ Establish governance and monitoring systems and tools to monitor the implementation of masterplans.
	Approved Country Positions, advanced to support the RSA Digital Economy.	Declining RSA influence in international forums.	☐ Continuous review of priorities and implementation of the International Engagement Strategy, International Agreements and SA Foreign Policy. ☐ Utilisation of DIRCO, DTI and Treasury guidelines/manuals (engagements, incoming visits, outgoing visits, etc.). ☐ Develop RSA position for major engagement platforms (meetings, conferences, summits). ☐ Consistent participation in strategic forums.
	Approved and implemented PC4IR Report	Failure to take advantage of and implement 4IR programmes within set timeframes.	☐ Establishment of PMO to monitor the implementation of 4IR programmes. ☐ Inter-Ministerial Committee on 4IR. ☐ Develop 4IR roadmap and detailed project plans to manage implementation of 4IR programmes. ☐ Engage key stakeholders to foster buy-in and collaboration.
	Operational State ICT Infrastructure Company Operational State IT Company	Failure to rationalise SOCs	☐ Continued engagement with relevant SOEs to ensure smooth transition. ☐ Regular progress monitoring and reporting including timely escalation of significant matters or challenges.

OUTCOME	OUTCOME INDICATORS	KEY RISK	RISK MITIGATION
Increased access to secure Digital Infrastructure	Increase in broadband connectivity.	Failure to provide universal services and affordable access to secure digital infrastructure and services.	☐ Changes in approach should be necessitated by developments in digital infrastructure and broadband standards (speed, quality, security, cost efficacies, etc). ☐ SA Connect phase 2 feasibility study/business case to be finalised clearly indicating the required financial and human resources required to finalise the project. ☐ Appointment of sufficient Project Managers/Coordinators to manage SA Connect implementation. ☐ Consideration of relevant expertise from the SOEs within the DCDT Portfolio that will be used as necessary to boost the capacity constraints. ☐ Effective governance and monitoring systems and processes (appropriately capacitated PMO, project plan, monitoring software/tools, etc) to monitor and guide the implementation of SA Connect phase two (2). PMO to keep abreast of new and emerging technologies and recommend relevant changes or upgrades on current infrastructure or technology.
	Increase in availability of Radio Frequency Spectrum.	Failure to increase quality of Radio Frequency Spectrum (RFS).	☐ Prioritise the finalisation of the BDM project and switch-off from analogue broadcasting. ☐ Ensure the release of the high demand spectrum is in line with the Radio Frequency Spectrum Regulation 2015 (reg 6 &7) read with ECA sec 31 and 33. ☐ Issue Policy Direction on 5G spectrum within set timeframes. ☐ Full participation in the drafting of RSA position in preparation for the WRC-23.

OUTCOME	OUTCOME INDICATORS	KEY RISK	RISK MITIGATION
	Number of subsidized digital television installations coordinated and monitored.	Failure to timely migrate from analogue to digital TV.	☐ Strengthen Steering Committees, partnerships with other government departments (COGTA, CSIR, DTI, etc), partnership with Broadcasters Association, research institutions and organs of civil society.
			☐ Enhance awareness campaigns across the country (for both government subsidised and non-subsidised digital TV) to stimulate uptake and usage of DTT as a prefered digital TV platform.
			☐ Engage industry (manufacturers and retailers) to manage partnerships and collaborations to ensure availability of affordable and subsidised decoders and IDTVs in the retail market.
			☐ Engage Industry (manufactures and retailers) to avail DTT/DTH decoders for free to air services.
			☐ Determine and source the required resources (human and financial) to finalise the project within set timeframes.
	Operational BRICS Institute for Future Networks.	Failure to operationalise the BRICS Institute for Future Networks.	☐ Legal instruments for establishment of the BRICS Institute of Future Networks drafted.
			☐ Create awareness on the Institute's offerings.
			☐ Secure adequate resources (financial and human) to support the establishment and operations of the Institute.
Transformed digital society.	Level of implementation of the e-Government Strategy and Roadmap.	Failure to implement e-Government Strategy and Roadmap.	☐ Commission and/or exploit existing research (internal/external) to collate sufficient and credible information to guide the implementation of e-Government Strategy and Roadmap.
			☐ Engage key stakeholders (DPSA, SITA, SALGA, COGTA, etc) to foster buy-in and collaboration.
			☐ Establish Governance Structure(s) and/or PMO to oversee implementation of e-Government Strategy and Roadmap.
			☐ Enter into partnership agreements for implementation of some e-Government services.
			☐ Joint roadmaps with relevant Government Departments (DPSA, DSI, Home Affairs, DBE, SALGA, COGTA, etc)

OUTCOME	OUTCOME INDICATORS	KEY RISK	RISK MITIGATION
	Approved and implemented Digital and Future Skills Programme.	Failure to implement digital and future skills programme.	☐ Establish Inter-Departmental Coordination structure to monitor collaborations and partnerships with key role players in aligning digital and future skills among the different role players.
			☐ Commission and/or exploit existing research (internal/external) to collate sufficient and credible information to inform digital and future skills.
			☐ Create awareness programmes and projects on the benefits of digital and future skills.
			☐ Secure adequate resources (financial and human) to support the implementation of digital and future skills.
			☐ Partnering with the three spheres of Government to invest in tailor-made digital and future skills (skills training, reskilling, upskilling, etc) to bridge the digital skills gaps of current educators or skills providers on digital skills including the National School of Government (NSG).
			☐ Initiate opportunities for provision of digital and future skills.
			☐ Complete the SA Connect project to ensure universal access to digital and future skills.
	Number of signed and implemented Partnership Agreements	Failure to access partnerships opportunities.	☐ Utilising DIRCO, DTI and Treasury guidelines to engage potential partners/funders/investors to ensure consistent approach.
			☐ Promote common investment approach.
			☐ Facilitate partnership agreements with strategic investment partners.
			☐ Continuous review of priorities and implementation of the International Engagement Strategy, International Agreements and SA Foreign Policy.

OUTCOME	OUTCOME INDICATORS	KEY RISK	RISK MITIGATION
High performing Portfolio to enable achievement of their respective mandates	Approved and implemented revised organisational structure, aligned to strategy	Misalignment of the Structure with the Strategy.	☐ Development of the Service Delivery Model that is aligned to the Strategy. ☐ Consultations with DPSA to solicit support throughout the restructuring process and for concurrence on DCDT structure. ☐ Departmental Task Team established to provide technical support and monitor the process. ☐ Engagements with Departmental Bargaining Council and communication with all staff. ☐ Engagements with National Treasury on the funding of the DCDT structure.
		Misalignment of the current skills set with the Strategy.	☐ Conducting skills audit in line with the DCDT Strategy and Key Focus Areas. ☐ Developing, implementing, monitoring and reporting on the implementation of the Workplace Skills Plan (WSP) in support of the DCDT Strategy and Key Focus Areas.
	Fully implemented Integrated DCDT Digitisation Strategy	Failure to digitise departmental business operations.	☐ Implement change management interventions and inculcate culture of business process management (standardisation, optimisation and integration). ☐ Implementation, monitoring and reporting of DCDT Digitisation Strategy. ☐ Appointment of Service Provider to digitise and provide support and maintenance. ☐ Adequate allocation of resources (HR & Financial) to the digitisation program.

OUTCOME	OUTCOME INDICATORS	KEY RISK	RISK MITIGATION
	Approved Strategic Plans and APPs of SOEs	Non-performing and unsustainable SOEs:	□ Ensure collaboration among relevant SOEs to implement DCDT mandate within set timeframes.
	Approved Performance Management System for ICASA Councilors	□ SOEs not operating within the Mandate and Laws & regulations.	□ Participation by SOEs in the DCDT strategic planning process to improve alignment of SOEs plans to Government mandate.
		□ SOEs not contributing to Socio economic development.	□ Enforce timely submission of annually, quarterly and other required reports of SOEs to enhance performance monitoring and reporting.
		□ SOEs not financially viable.	□ Timely facilitation for filling of vacancies on Boards.
			□ Timeous finalisation of Shareholders Compacts and Governance Agreements with relevant SOEs.
			□ Identification and implementation of specific measures to strengthen governance practices.
			□ Monitoring of Board performance on a regular basis.
			□ Monitoring the implementation of SOEs turnaround strategies.
	Approved and implemented Integrated Digital Economy and Society Indicator Model.	Declining SA digital indicators.	□ Enter into agreement(s) with data providers (StatsSA)
			□ Procure appropriate software/system to store and analysis information used for development and monitoring of digital indicators.
			□ Provide credible information to rating agencies.

11. Public Entities

Name of Entity	Mandate	Outcomes	Current Annual Budget
National Electronic Media Institute of South Africa (NEMISA)	The National Electronic Media Institute of South Africa was established as a non-profit institute of education by the Department of Communications in terms of the Companies Act (1973). It is listed as a schedule 3A public entity in terms of the Public Finance Management Act (1999).	Transformed digital society	R 99 195 000
Universal Service and Access Agency of South Africa (USAASA)	Electronic Communications Act (ECA) No. 36 of 2005 The Universal Service and Access Agency of South Africa was established in terms of section 80 of the Electronic Communications Act (ECA) No. 36 of 2005 as statutory body. It is listed as a Schedule 3A public entity in terms of the Public Finance Management Act 1 of 1999.	Increased access to secure digital infrastructure	R264 881 000
Universal Service and Access Fund (USAF)	Section 89 (1) of the Electronic Communications Act (2005). The Universal Service and Access Fund (USAF) was established under the Electronic Communications Act (ECA) to fund projects and programmes that strive to achieve universal service and access to ICTs by all South African citizens.	Increased access to secure digital infrastructure	R641 807 000
.za Domain Name Authority (.ZADNA)	Electronic Communications and Transactions (ECT) Act 25 of 2002. .ZADNA is a not-for-profit organisation that manages and regulates the .za namespace.	Increased access to secure digital infrastructure	-
South African Post Office (SAPO)	South African Post Office SOC Ltd Act (2011) and the South African Postbank Limited Act (2010). The South African Post Office is a government business enterprise that is required to provide postal and related services to the public.	Transformed digital society Increased access to secure digital infrastructure	R492 085 000
State Information Technology Agency (SITA)	State Information Technology Agency Act (1998), The Agency is responsible for the provision of IT services to Government. The Act separates the Agency's services into mandatory services and non-mandatory.	Increased access to secure digital infrastructure	-

Name of Entity	Mandate	Outcomes	Current Annual Budget
Broadband Infraco (BBI)	Broadband Infraco Act no. 33 of 2007. The main objectives as set out in the Broadband Infraco Act are to expand the availability and affordability of access to electronic communications.	Increased access to secure digital infrastructure	-
SENTECH	Telecommunications Amendment Act (2001. Sentech was licensed as State-Owned Enterprise to provide common carrier broadcasting signal distribution services to licensed broadcasters in South Africa.	Increased access to secure digital infrastructure	R264 630 000
Film and Publications Board	Films and Publications Act 65 of 1996 as Amended in 2004 and 2009. The FPB's mandate is to regulate the production, possession and distribution of films, games and certain publications that fall outside the authority of any self-regulating body, such as the Press Council or Press Ombudsman.	Transformed digital society	R103 978 000
South African Broadcasting Corporation (SABC)	Broadcasting Act 4 of 1999. The main object of the Corporation is to supply broadcasting and information services and services that are ancillary thereto, to the general public in the Republic of South Africa and beyond its borders and to achieve the objectives as set out in the Broadcasting Act 4 of 1999, as amended, ('Broadcasting Act') in accordance with the objectives set out in the Independent Broadcasting Authority Act 153 of 1993, as amended, that are directly relevant to the Corporation.	Increased access to secure digital infrastructure	R 205 763 000
Independent Communications Authority of South Africa,	Independent Communications Authority of South Africa, 2000 (Act No. 13 of 2000). ICASA is responsible for regulating the telecommunications, broadcasting and postal industries in the public interest and ensure affordable services of a high quality for all South Africans	Enabling digital transformation policies and strategies Increased access to secure ditital infrastructure Transformed digital society	R 477 721 000

PART D:
TECHNICAL INDICATOR DESCRIPTION

Indicator Title	Approved and implemented Digital Transformation Act
Definition	The development and implementation of the Digital Transformation Act provides a legal framework and serves as an overarching legislation which incorporates a review of relevant existing legislation.
Source of Data	Quarterly and Annual Progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	No delays in the Cabinet and Parliamentary processes towards approving the Digital Transformation Act
Disaggregation of beneficiaries (where applicable)	The Digital Transformation Policy will focus on mainstreaming issues related to women, youth and people with disabilities
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Policy Development and Research

Indicator Title	Approved and implemented Digital Economy Masterplan
Definition	The development and implementation of the Digital Economic Masterplan will focus on specific cross-sectoral interventions that will enable South Africa to benefit from opportunities offered by the digital economy.
Source of Data	Quarterly and annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	Full co-operation from all stakeholders involved in the development and contribution of the required input and approvals related to the development and implementation of the Digital Economy Masterplan
Disaggregation of beneficiaries (where applicable)	The Digital Economy Masterplan will focus on mainstreaming issues related to women, youth and people with disabilities
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Policy Development and Research

Indicator Title	Approved Country Positions, advanced to support the Digital Economy
Definition	The development and advancing of approved Country Positions at relevant international forums will be aimed at supporting the Digital Economy.
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	The Department will participate in all identified international forums as planned
Disaggregation of beneficiaries (where applicable)	The Country Positions will take into consideration relevant issues related to women, youth and people with disabilities

Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Indicator Responsibilities	Deputy Director-General: ICT International Relations and Affairs

Indicator Title	Operational State ICT Infrastructure Company
Definition	The creation of a fully operational State ICT Infrastructure Company through the integration of the Broadband Infraco and Sentech, through enabling legislation.
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	• No delays in the Cabinet and Parliamentary processes towards approving the enabling legislation. • Cooperation from the relevant SOEs
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Enterprise and Public Entity Oversight

Indicator Title	Operational State IT Company
Definition	The creation of a fully operational State Information Technology Company through the reposition and conversion of the State Information Technology Agency through enabling legislation.
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative Simple Count
Assumptions	• No delays in the Cabinet and Parliamentary processes towards approving the enabling legislation. • Cooperation from the State Information Technology Agency
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Enterprise and Public Entity Oversight

Indicator Title	Approved and Implemented PC4IR Report
Definition	The development and implementation of a cross-sectoral implementation plan stemming from the Report of the Presidential Commission on the Fourth Industrial Revolution.
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative Simple Count

Assumptions	Cooperation from relevant stakeholders during the implementation of the cross-sectoral plan
Disaggregation of beneficiaries (where applicable)	The PC4IR Report and its implementation plan will take into consideration the mainstreaming of relevant issues related to women, youth and people with disabilities
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Policy Development & Research

Indicator Title	Increase in broadband connectivity
Definition	Increase access to broadband services through facilitating the connectivity of identified sites and the sustaining of connected sites.
Source of Data	Quarterly and Annual Progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	Funding for the Implementation of Phase 2 broadband connectivity will be timeously secured
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Indicator Responsibilities	Deputy Director-General: ICT Infrastructure Development and Support

Indicator Title	Increase in availability of Radio Frequency Spectrum
Definition	Addresses the huge demands on the radio frequency spectrum for various services such as high-speed data transfer and communication
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	Timeous response from ICASA in relation to licensing radio frequency spectrum
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Infrastructure Development and Support

Indicator Title	Number of subsidized digital television installations coordinated and monitored
Definition	Refers to household devices to be installed in all identified households within SA to allow for access to DTT.

Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Quantitative
Assumptions	The Department will secure required budget to undertake subsidized digital television installations to all identified household by end of MTEF.
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Infrastructure Development and Support

Indicator Title	Operational BRICS Institute for Future Networks
Definition	The establishment of a fully operational institute to further deepen cooperation between BRICS and other developing countries, promote the application and innovation of future network technologies, and support the development of the digital economy.
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	Cooperation from relevant stakeholders
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Information Society and Capacity Development

Indicator Title	Level of implementation of the e-Government Strategy and Roadmap
Definition	Implementation of the approved e-Government Strategy and Roadmap towards digitizing government services with specific focus on front-end services
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	Co-operations from relevant Government Departments proving front-end services
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Information Society and Capacity Development

Indicator Title	Approved and implemented Digital and Future Skills Strategy
Definition	Implementation of the approved Digital and Future Skills Strategy which sets out a structured series of initiatives intended to contribute to the capacities of South Africans to meet the skills demands of the digital economy.
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	Co-operation from relevant stakeholders in the implementation of the Digital and Future Skills Strategy
Disaggregation of beneficiaries (where applicable)	The implementation of the Digital and Future Skills Strategy will focus on prioritized designated groups inclusive of women, youth and people with disabilities
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Information Society and Capacity Development

Indicator Title	Number of signed and implemented Partnership Agreements
Definition	Entering into and implementing strategic partnerships with identified partners, through signed partnership agreements, focused on initiatives to address the needs of the Digital Economy
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	Cooperation from identified partners in line with signed Partnership Agreements.
Disaggregation of beneficiaries (where applicable)	The implementation of the Partnership Agreements will focus on prioritized designated groups inclusive of women, youth and people with disabilities
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Reporting Cycle	Quarterly and Annually
Indicator Responsibilities	Deputy Director-General: ICT International Relations and Affairs

Indicator Title	Approved and implemented revised organisational structure, aligned to strategy
Definition	Implementation of the revised organisational structure, which is fully aligned to the Department's mandate and strategy following approval from relevant stakeholders.
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	The revised organisational structure must receive timeous approval from relevant stakeholders including concurrence from the MPSA.

Disaggregation of beneficiaries (where applicable)	The implementation of the organizational structure, including the resourcing, will focus on prioritized designated groups inclusive of women, youth and people with disabilities
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: Administration

Indicator Title	Implemented Integrated DCDT Digitisation Strategy
Definition	Development and implementation of an integrated digitization strategy aimed at automated business processes towards a paperless organization.
Source of Data	Quarterly and Annual progress reports
Method of Calculation or Assessment	Qualitative
Assumptions	The Integrated DCDT Digitisation Strategy will be adequately funded in order to be fully implemented
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: Administration

Indicator Title	Approved Strategic Plans and APPs of SOEs
Definition	Development and approval of the Strategic Plans and APPs of the SOE, which are aligned to the Departmental Strategy and government priorities.
Source of Data	Quarterly and Annual progress reports
Method of Calculation or Assessment	Qualitative
Assumptions	All SOEs to timeously develop Strategic Plans and APPs for Minister's approval and tabling in Parliament
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Enterprise Development and Public Entity Oversight

Indicator Title	Approved Performance Management System for ICASA Councilors
Definition	Implementation of the approved Performance Management System for ICASA Councilors aimed at improving performance and effectiveness of the Regulator
Source of Data	Bi-annual and Annual Performance Assessment Reports
Method of Calculation or Assessment	Qualitative
Assumptions	Compliance by ICASA Councilors in relation to the approved Performance Management System
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Enterprise and Public Entity Oversight

Indicator Title	Approved and implemented Integrated Digital Economy and Society Indicator Model
Definition	Integrated Digital Economy and Society Indicator Model implemented to gather relevant data and statistics in relation to the Digital Economy
Source of Data	Quarterly and Annual progress Reports
Method of Calculation or Assessment	Qualitative
Assumptions	Cooperation from relevant stakeholders
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	• Equal to, or higher than targeted performance
Indicator Responsibilities	Deputy Director-General: ICT Information Society and Capacity Development

LIST OF ACRONYMS

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.ZADNA	.za Domain Name Authority
4IR	Fourth Industrial Revolution
APP	Annual Performance Plan
BBI	Broadband Infraco
BDM	Broadcasting Digital Migration
BRICS	Brazil, Russia, India, China and South Africa
COGTA	Cooperative Governance and Traditional Affairs
CSIR	Council for Scientific and Industrial Research
DBE	Department of Basic Education
DCDT	Department of Communications and Digital Technologies
DOC	Department of Communications
DPME	Department of Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DSI	Department of Science and Innovation
DSBD	Department of Small Business Development
DTH	Direct to Home
DTI	Department of Trade and Industry
DTT	Digital Terrestrial Television
ECA	Electronics Communications Act
EU	European Union
FOSAD	Forum for South African Directos-General
FPB	Films and Publication Board
GDP	Gross Domestic Product
ICASA	Independent Communications Authority of South Africa
ICT	Information and Communication Technologies
IDTVs	Integrated Digital Televisions
IT	Information Technology
ITU	International Telecommunication Union
MP	Member of Parliament
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEETS	Not in Education, Employment or Training
NEMISA	National Electronic Media Institute of South Africa
NMOG	National Macro Organisation of Government
OCSLA	Office of the Chief State Law Advisor
PC4IR	Presidential Commission on the 4th Industrial Revolution
PMO	Project Management Office
RSA	Republic of South Africa
SABC	South African Broadcasting Corporation
SALGA	South African Local Government Association
SAPO	South African Post Office
SEDA	Small Enterprise Development Agency

SITA	State Information Technology Agency
SOE's	State-Owned Entities
StatsSA	Statistics South Africa
TORs	Terms of Reference
USA	United States of America
USAASA	Universal Service and Access Agency of South Africa
USAF	Universal Service and Access Fund
USD	US Dollars
WEF	World Economic Forum
WRC	World Radio Conference
WSP	Workplace Skills Plan