

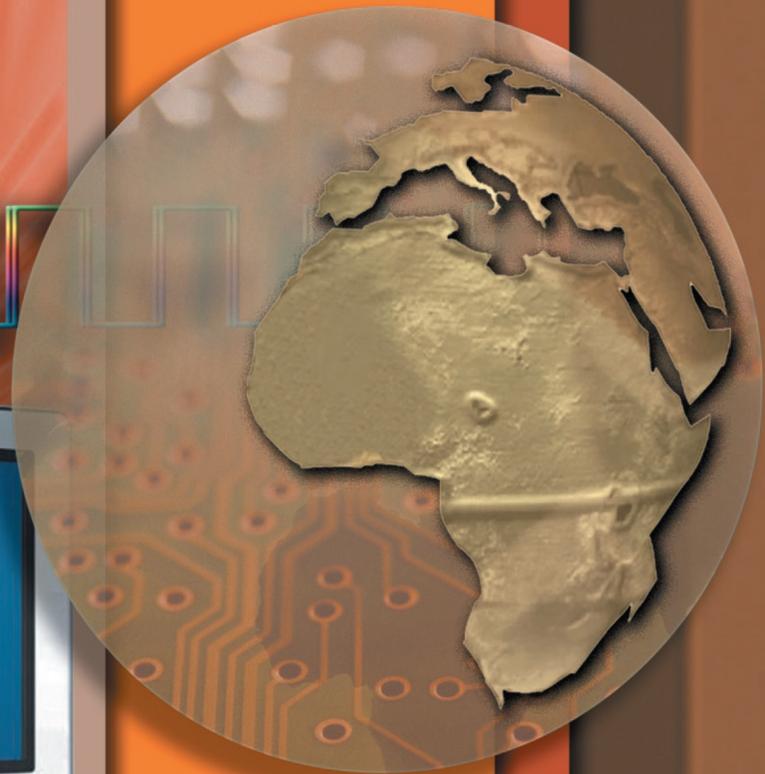


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Department:  
Communications  
REPUBLIC OF SOUTH AFRICA



# Strategic Plan 2009 - 2012



South Africa as a Global Leader in the Development and Use of  
Information and Communication Technologies for Socio-economic Development

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# PART 1

## INTRODUCTION

## 1.1 FOREWORD BY THE MINISTER



**Gen (Ret) Sipiwe Nyanda**

The fourth administration of the democratic government is faced with the reality of, among others, high unemployment and poverty levels as well as the global economic melt-down. As a government we accepted to address these challenges as a matter of urgency to ensure that we improve the lives of our people. Information and communication technologies (ICT) – both as a sector and as an enabler in all sectors of the economy - has a significant role to play in contributing towards addressing the mentioned challenges. This Strategic Plan articulates the manner in which the Department will lead the ICT sector in ensuring that it contributes in the development of South Africa's economy and its people.

The Department of Communication's interventions since 1994 have laid a solid foundation for a sustainable, vibrant ICT sector. This stable environment has led to increased competition in the telecommunications sector and generated an ongoing interest from international investors. Now the focus of the developmental state is to ensure that information and communication services fundamentally improve the lives of the majority of our people, particular those in

rural and underdeveloped areas. This ties in closely with South Africa's commitment to the World Summit on Information Society which calls for a people-centered, inclusive, and development oriented information society.

The process of migration from analogue to digital broadcasting technologies provides the country with an ideal opportunity to address the development challenges that are confronting us, such as poverty eradication, employment creation, bridging the digital divide and closing information gaps. The migration is further aimed at building social cohesion and a national identity, thereby contributing to overcome the divisions of past.

In line with government's priorities, the department will continue to create an enabling environment through a visionary and responsive policy framework. This will underpin the ICT infrastructure roll-out and ensure that it contributes to the socio-economic development of our country, especially rural and under-developed areas. The wide footprint of the postal services network remains for remote rural areas, the only point for communities to access public information and services. This makes it an important component for local economic development (LED) for these communities, which cannot be neglected.

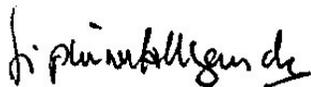
The infrastructure roll-out will also be a significant enabler for the 2010 FIFA World Cup. Our country is on track to ensure that the 2010 FIFA World Cup is beamed successfully to billions across the globe. The sector will ensure that the goal of making the World Cup an African one is fully realized. The main legacy for our country and the continent will be investment in infrastructure, which will catapult us into the league of world-class ICT players.

Skills remain at the centre of our commitment to creating a vibrant sector that meaningfully contributes to the economy. Accordingly, we will ensure that there is a job-ready pool to meet the changing needs of industry. Furthermore, the massification of ICT skills is a necessity to enable the majority of our

people to benefit from the opportunities presented and will therefore form a key element of our programme for the year.

I am convinced that the programmes as set out in this strategic plan are aligned to government's priorities. This is indicative of the department's commitment towards addressing the key priorities of the current administration. Our goal of **'together making ICTs relevant to the people'** can however, only be realized through effective partnerships. The department and I will therefore work closely with all spheres of government, as well with our aligned entities and the regulator, to tighten the co-ordination of interventions by the public sector. The contribution of our social partners is valued and sustainable platforms of engagement will be developed to ensure that all stakeholders play a significant role in driving the strategic objectives of the department.

In conclusion, I would like to thank the Executive that served before me. In particular, I wish to acknowledge the legacy left by the late Dr Ivy Matsepe-Casaburri under whose custodianship the sector thrived, developing recognition and respect on the continent and internationally. The department and I will take this legacy forward.



**GEN (RET) SIPHIWE NYANDA  
MINISTER OF COMMUNICATIONS**

## 1.2 INTRODUCTION BY THE DEPUTY MINISTER



**Ms Dina Pule**

It is comforting and refreshing to note that this Strategic Plan of the Department of Communications reiterates and underpins the priorities as outlined in government's Medium Term Strategic Framework (MTSF).

Building on our successes of the past years, the DoC has intensified its core thrust in 2008, which was to accelerate universal access to information communication technologies by all South Africans. Today more South Africans have access to electronic communications facilities and services than ever before.

The increased rollout of robust, reliable, affordable and secure information communication technology infrastructure, which is a work-in-progress, will continue to improve accessibility, availability, affordability and usage of quality broadband by all South Africans. Such infrastructural development has been driven by both the government and the private sector.

The work started by the DoC, since South Africa was awarded the 2010 FIFA World Cup, has given momentum to delivering information communication technologies

to South Africans at the broadest level possible. South Africa's hosting of the FIFA World Cup has given the DoC goal scoring possibilities to deliver more extensively on our country's aspirations to bridge the digital divide between the digitally empowered and the digitally impoverished.

Another breakthrough, which will contribute to bridge the digital divide, is the advent of Broadcasting Digital Migration (BDM) which is being championed by the DoC. BDM will unlock the airwaves by making available greater scarce radio frequency spectrum to service providers and empowering more communities with radio stations.

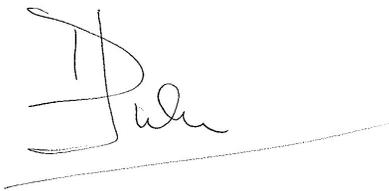
The 2009-2012 Strategic Plan confronts as many opportunities as challenges, particularly in a global economic climate that has been battered by the financial meltdown impacting negatively on every country in one way or another. Therefore, as we unpack our strategic objectives covering the period 2009-2012, the DoC is mindful of the escalating threats to the world economy and how these will put constraints on our plans, programmes, and expected outcomes of our Strategic Plan.

But, in a changed global economic context, we must adopt a corporate governance approach which deploys resources more effectively by achieving more with less.

There are exciting prospects and developments taking place in the telecommunications sector in South Africa. We welcome and are excited about the rollout of undersea fiber optic networks by both the private sector and governments on the African continent to connect Africa with Africa and Africa with the rest of the world. These undersea cable networks would provide high capacity bandwidth connectivity between South Africa, Madagascar, Mozambique, Tanzania, Kenya, India, the Middle East and Europe. It would facilitate the rapid expansion of bandwidth availability during the second half of 2009 and the resultant

and anticipated lower costs and broader consumer access and higher usage.

On our way forward, the DoC will stridently continue to champion its vision as global leader in leveraging Information and Communication Technologies for socio-economic development of our country. It is part of our core mission to create an enabling Information Communication Technology environment by facilitating and contributing to the real prospect of a better life for all South Africans.

A handwritten signature in black ink, appearing to read 'Dina Pule', with a horizontal line underneath it.

**Dina Pule, MP**  
**DEPUTY MINISTER OF COMMUNICATIONS**

## 1.3 BACKGROUND BY THE ACTING DIRECTOR-GENERAL



The advent of the fourth administration required a review and realignment of the Department of Communications' goals and priorities. As all other government departments we are also affected by the economic crisis, which required the Department to reprioritise its activities in line with the budget allocated. Through this Strategic Plan we aim to provide a clear indication of what we will contribute towards achieving the priorities of government and in carrying out our mandate.

The Department commenced with major long-term projects in the previous financial year, which are again captured in this Strategic Plan. As the implementation of Broadcasting Digital Migration (BDM) process gains momentum, we will be working hard towards finalising the Scheme-for-Ownership-Support (SOS) of Set-Top-Boxes (STBs) for poor households. One of the key steps towards the successful migration to digital broadcasting is rolling out the digital terrestrial television transmission infrastructure. In this regard Sentech will play a key role. With the assistance of the Digital Dzonga Council, which became operational in 2008, we will intensify our BDM public awareness campaign targeting TV-owning households.

As the 2010 FIFA World Cup is drawing closer, the Team DoC will increase our efforts to ensure that we meet the guarantees signed by the Government in

respect of Information and Communication Technologies (ICTs). Major strides have been made in meeting FIFA's Information Technology and Telecommunications (IT&T) requirements to ensure that South Africa hosts a world class 2010 FIFA World Cup.

In line with our vision that ICTs can and should be used for socio-economic development, our focus will be on initiatives aimed at increasing the uptake and usage of ICTs. In this regard appropriate skills, competencies and knowledge are key aspects. The Meraka e-Skills Institute (e-SI) will be operationalised and will take a totally new approach to ICT education and training. The e-SI is committed to ensuring that all its students will, on completion of their qualifications, be ready to function effectively in the respective sectors and environment. It is increasingly obvious that a national programme is urgently needed to achieve large scale improvement in the supply of ICT skills, along with the understanding of how to optimally utilise such skills.

Building an efficient and reliable ICT infrastructure is an essential element for growth in a knowledge-based economy. There is evidence from countries with high broadband penetration that their governments have taken a leading role in creating an enabling policy environment to accelerate the rollout of broadband infrastructure by both the public and private sector. In support of the government vision to accelerate uptake and usage of ICTs for socio-economic development, the Department is committed to finalising a Broadband Policy by the end of the 2009/10 financial year.

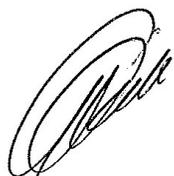
Another key policy that will be developed in the 2009/10 financial year is a national radio frequency spectrum usage policy. Radio frequency spectrum, which is used as a transmission medium for electronic communications, is a natural and finite resource. The aim of this policy is therefore to ensure the effective and efficient management of the radio frequency spectrum in South Africa.

We will continue to support Africa's agenda through active participation in and implementation of NEPAD as well as African bilateral and multilateral ICT programmes. Our participation at these platforms is intended to enhance and strengthen them and achieve our objectives of socio

economic objectives, regional integration and building an information society.

The work of the Department is outlined within the context of accelerated and efficient service delivery. Team DOC has in the past stepped up to the call and I am confident that we will again.

We welcome our new Minister, Gen (Ret) Sipiwe Nyanda and the Deputy Minister, Ms Dina Pule, and commit ourselves to work together, under their political leadership, to build a united and better country for all.



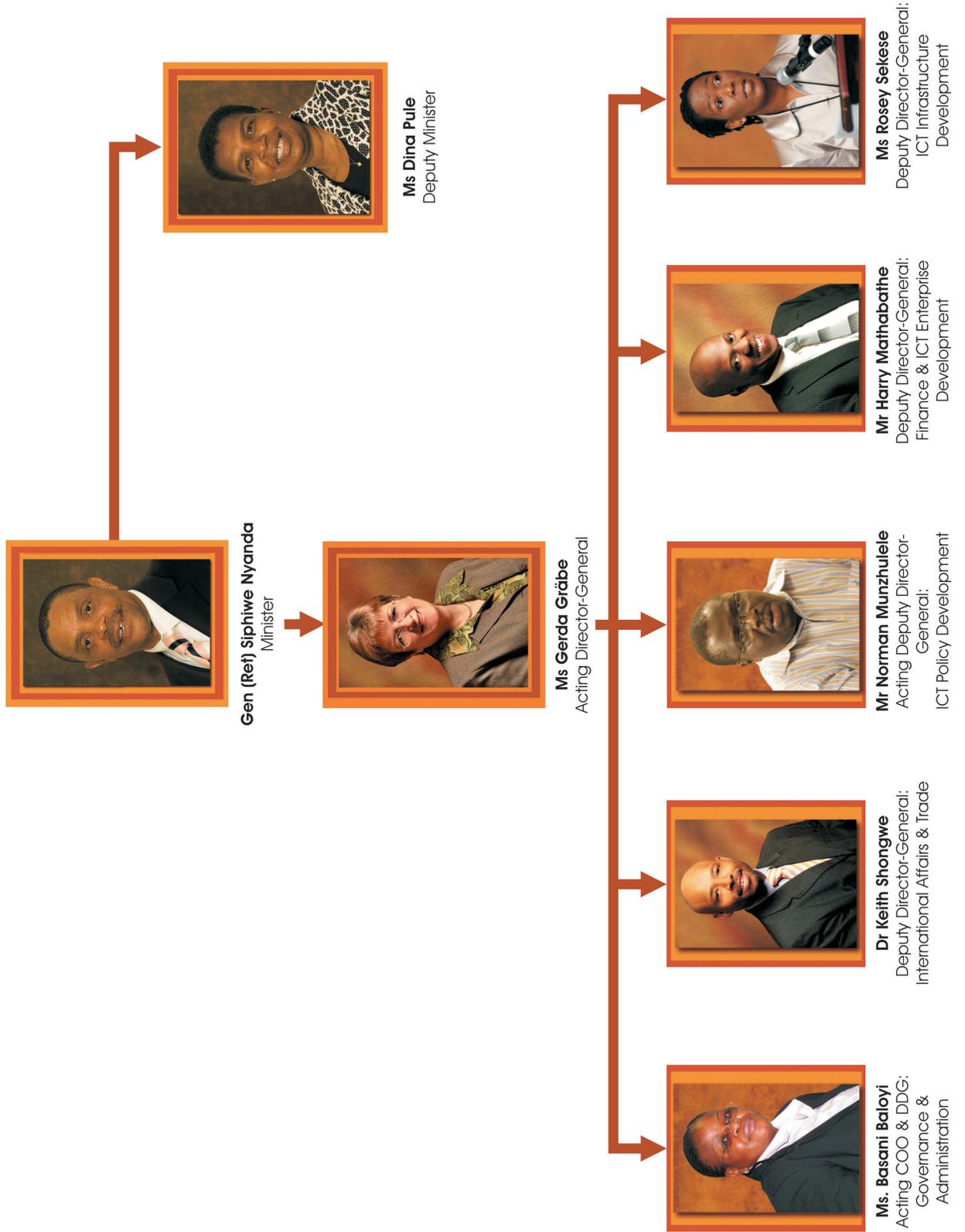
**Ms Gerda Gräbe**  
**ACTING DIRECTOR-GENERAL**

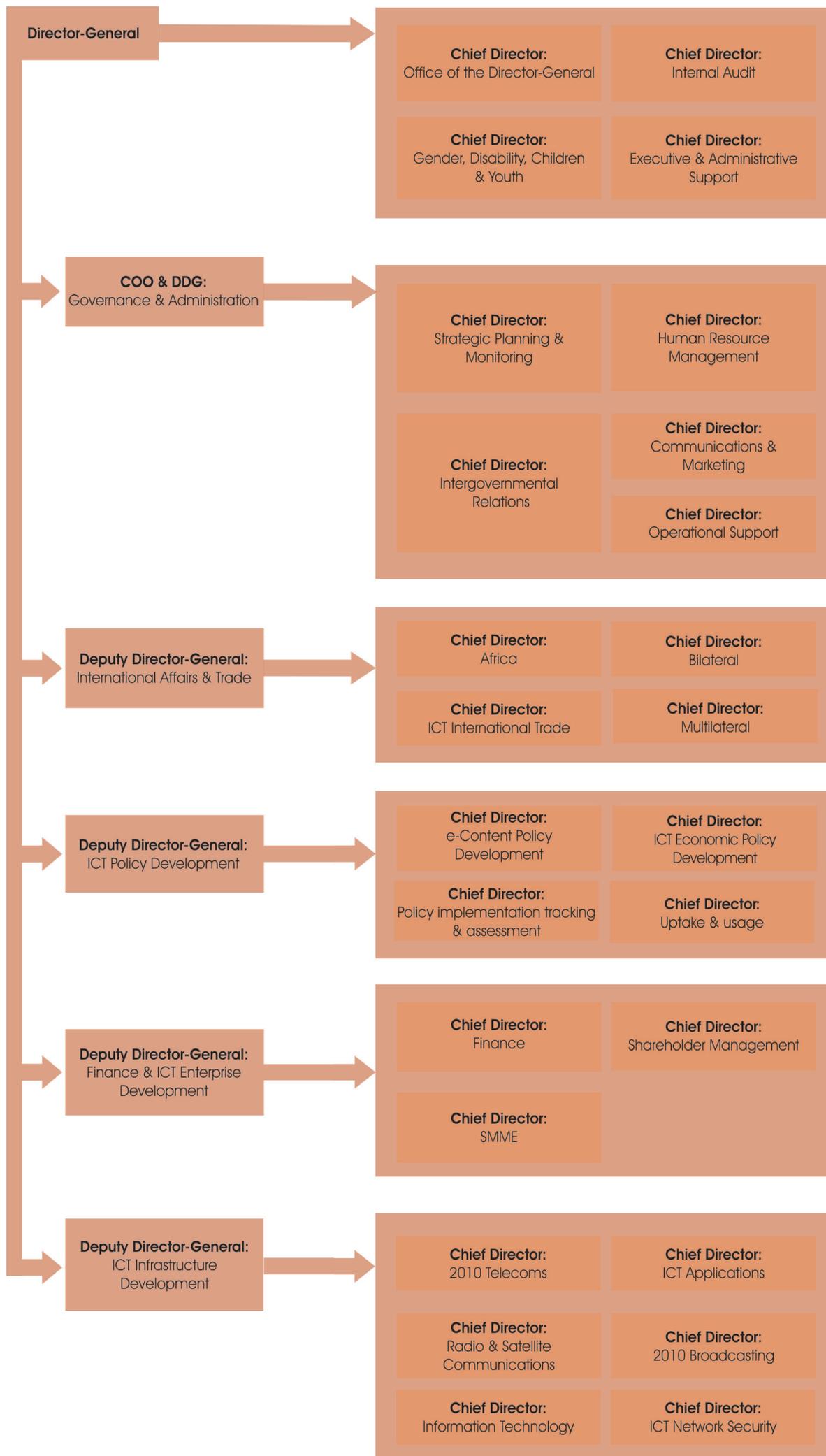
## 1.4 ACCRONYMS & ABBREVIATIONS

<b>AA</b>	Accredited Authority	<b>EDRMS</b>	Electronic Document and Records Management System
<b>ADR</b>	Alternative Dispute Resolution	<b>EFS</b>	Electronic Fax Solution
<b>APRM</b>	African Peer Review Mechanism	<b>EWHP</b>	Employee Wellness and Health Programme
<b>AR</b>	Amateur Radio	<b>EXCO</b>	Executive Committee
<b>ASC</b>	African Support Committee	<b>FET</b>	Further Education and Training
<b>ASGISA</b>	Accelerated and Shared Growth Initiative of South Africa	<b>FIFA</b>	Federation of International Football Association
<b>ATU</b>	African Telecommunications Union	<b>FOSAD</b>	Forum of South African Director Generals
<b>AU</b>	African Union	<b>G&amp;A</b>	Governance and Administration
<b>BEE</b>	Black Economic Empowerment	<b>GCIS</b>	Government Communication Information Systems
<b>BBBEE</b>	Broad Based Black Economic Empowerment	<b>GDYC</b>	Gender, Disability, Youth and Children
<b>CCPA</b>	Commonwealth Conference of Postal Administrators	<b>GIS</b>	Geographic Information Systems
<b>CD</b>	Chief Director	<b>GITO</b>	Government Information Technology Officer
<b>CEO</b>	Chief Executive Officer	<b>GITOC</b>	Government Information Technology Officers Council
<b>CFO</b>	Chief Financial Officer	<b>HBS</b>	Host Broadcasting Services
<b>COO</b>	Chief Operations Officer	<b>HDI</b>	Historically Disadvantaged Individuals
<b>CIIP</b>	Critical Information Infrastructure Projection	<b>HR</b>	Human Resource
<b>COPUOS</b>	Committee for Peaceful Uses of Outer Space	<b>HRMIS</b>	Human Resource Management Information Systems
<b>CR</b>	Community Radio	<b>HSRC</b>	Human Science Research Council
<b>CSIRT</b>	Computer Security Incident Response Team	<b>IAA</b>	Internal Audit Activity
<b>CSTD</b>	Committee for Scientific and Technological Development	<b>IBC</b>	International Broadcasting Centre
<b>DBSA</b>	Development Bank of Southern Africa	<b>IBSA</b>	India, Brazil and South Africa
<b>DDG</b>	Deputy Director General	<b>ICASA</b>	Independent Communications Authority of South Africa
<b>DG</b>	Director General	<b>ICT</b>	Information Communications & Technology
<b>DR</b>	Disaster Recovery	<b>IDP</b>	Integrated Development Plan
<b>DPLG</b>	Department of Provincial and Local Government	<b>IGA</b>	Inter-Governmental Assembly
<b>DRP</b>	Disaster Recovery Plan	<b>IGR</b>	Intergovernmental Relations
<b>DoC</b>	Department of Communications	<b>IGRF</b>	Intergovernmental Relations Forum
<b>EASSy</b>	East Africa Submarine System	<b>IS</b>	Information Systems
<b>ECA</b>	Electronic Communications Act	<b>ISAD</b>	Information Society and Development
<b>ECOSOC</b>	Economic and Social Committee of the United Nations	<b>ISRDP</b>	Integrated Sustainable Rural Development Programme

<b>ISSA</b>	Institute for Software and Satellite Applications	<b>SADC</b>	Southern African Development Community
<b>IT</b>	Information Technology	<b>SAEM</b>	South African Excellence Model
<b>ITSCP</b>	Information Technology Service Continuity Plan	<b>SAEOS</b>	South African Earth Observation Strategy
<b>ITBU</b>	Information Technology Business Unit	<b>SALGA</b>	South African Local Government Association
<b>ITU</b>	International Telecommunication Union	<b>SAN</b>	Storage Area Network
<b>JIPSA</b>	Joint Initiative for Priority Skills Acquisition	<b>SAPO</b>	South African Post Office
<b>KAT</b>	Karoo Telescope Array	<b>SDIP</b>	Service Delivery Improvement Plan
<b>KFA</b>	Key Focus Area	<b>SETA</b>	Sector Education & Training authority
<b>KPI</b>	Key Performance Indicator	<b>SITA</b>	State Information Technology Agency
<b>LMDP</b>	Leadership and Management Development Programme	<b>SMME</b>	Small Medium Micro Enterprise
<b>LOC</b>	Local Organising Committee	<b>SG</b>	Strategic Goals
<b>MATCH</b>	Management, Accommodation, Ticketing, ICTs, Hand-in-Hand	<b>SPM</b>	Strategic Planning and Monitoring
<b>MIS</b>	Management Information System	<b>SOEs</b>	State Owned Enterprises
<b>MEC</b>	Member of the Executive Committee	<b>SOCP</b>	Spectrum Orbit Coordination Procedures
<b>MSP</b>	Master Systems Plan	<b>TMS</b>	Telephone Management System
<b>MTEF</b>	Medium Term Expenditure Framework	<b>UN</b>	United Nations
<b>NDR</b>	National Digital Repository	<b>UNGIS</b>	United Nations Group for the Information Society
<b>NEMISA</b>	National Electronic Media Institute of South Africa	<b>UNISA</b>	University of South Africa
<b>NEPAD</b>	New Partnership for Africa's Development	<b>UPU</b>	Universal Postal Union
<b>NSDP</b>	National Spatial Development Perspective	<b>URP</b>	Urban Rural Programme
<b>NWG</b>	National Working Group	<b>URTNA</b>	Universal, Radio and Television Association
<b>NWGSST</b>	National Working Group for Space Science and Technology	<b>USAASA</b>	Universal Service and Access Agency of South Africa
<b>NYC</b>	National Youth Commission	<b>USAL</b>	Under-Serviced Area License
<b>OSDP</b>	Office on the Status of Disabled Persons	<b>VPN</b>	Virtual Private Network
<b>OSS</b>	Open Source Software	<b>VRF</b>	Virtual Routing/Forwarding
<b>PGDS</b>	Provincial Growth and Development Strategy	<b>WRC</b>	World Radio Conference
<b>PIAC</b>	Presidential International Advisory Council	<b>WSIS</b>	World Summit on Information Society
<b>PNC</b>	Presidential National Commission	<b>WSP</b>	Workplace Skills Plan
<b>RRC</b>	Regional Radio Conference	<b>WTO</b>	World Trade Organisation
<b>RTV</b>	Regional Television	<b>WTDC</b>	World Telecommunications Development Conference
<b>SABC</b>	South African Broadcasting Corporation		

# 1.5 ORGANISATIONAL STRUCTURE





## 1.6 EXECUTIVE SUMMARY

The process that the DoC embarked upon reflects a monumental amount of work through many rigorous and spirited discussions and through a series of such candid conversations, we have clarified our mission, recasting it in language that more distinctly reflects our position in the 21st century. We have put forth a vision, setting us on a trajectory that will assure our prominence in the national and international ICT arenas. And, through thoughtful visioning, we have formulated a comprehensive strategic plan with numerous bold initiatives which will serve as a compass to set our path, with the understanding that any such process will take us down many roads.

Stemming from multiple robust planning exercises, the Department developed six strategic goals supported by ten strategic objectives which directly addresses the Department's vision, mission and mandate. In its efforts to contribute to creating conditions for an accelerated and shared growth of the South African economy through the development and implementation of ICT policies and strategies that positively impacts on the wellbeing of all South Africans, the DoC will focus on the development of an Integrated National ICT Policy so as to advance convergence of the ICT Sector. Furthermore the department, in its efforts' to improve accessibility and social cohesion, will embark on the development of a Broadband Policy as well as National, Provincial and Municipal Broadband Strategies.

DoC further supports and enables the provision of a multiplicity of ICT applications and services through facilitating the modernization of the infrastructure and this will be achieved through the development of a cyber security policy and implementation strategy which will focus on securing the South African cyber environment. The Departments key focus also lies in the fulfillment of all 2010 ICT guarantees through the provision of ICT infrastructure for both the FIFA Confederations Cup as well as the FIFA 2010 Soccer World Cup.

Stemming from extensive benchmarking which resulted in the development of a Programme of Action, the Department, through the implementation of this Programme of Action, aims to improve the cost, quality, availability and usage of ICTs across the Sector. Another key priority

of the department is the implementation of the Broadcasting Digital Migration (BDM) Strategy which includes amongst others, the finalization of the Set-Top-Box Manufacturing Strategy, the Scheme-for-Ownership-Support (SOS) of Set-Top-Boxes (STBs) for poor households as well as the implementation of the BDM Public Awareness strategy. The Department will also play a huge role with regards to the National Radio Frequency Spectrum through, the approval and implementation of the National Radio Frequency Spectrum Policy as well as through conducting an audit of the current National Radio Frequency Spectrum up to 3 GHz.

The Strategic Plan goes further to address the contribution that the Department needs to make with regards to increasing the ICT Skills base in South Africa through operationalising the Meraka e-Skills institute which is aimed at developing students who upon graduation, will be able to take on the challenges of the ICT Sector. Furthermore, in its efforts to enhance the role of ICT SOEs as the delivery arms of government, the department will focus largely on monitoring SOE performance against set KPIs as per their Corporate Plans as well the alignment of SOE Shareholder Compacts with broader government priorities, amongst others.

Lastly, the department will actively participate in the implementation of NEPAD as well as African Multilateral and Bilateral programmes through various initiatives amongst them being the Uhurunet and Umojanet programmes which will bring about robust, reliable and affordable intra-African and international broadband connectivity.

In conclusion, this Strategic Plan is prepared in terms of the statutory requirements as defined in Chapter 5 of the Public Finance Management Act (Act No.1 of 1999) and Chapter 1, Part III b, of the Public Service Regulations of 2001. This Strategic Plan is presented to the National Assembly as is legally required of all National Departments.

We look forward to the exciting opportunities presented by this Strategic Plan and to its promise of an even greater DoC as the new challenges unfolds.

## 1.7 LEGAL AND CONSTITUTIONAL MANDATES

The mandate of the Department of Communications is derived from relevant legislation, and is as follows:

*“To create a favourable ICT environment that ensures South Africa has the capacity to advance its socio-economic development goals, support the renewal of Africa and contribute to building a better world”.*

Consequently the core functions of the Department of Communications are:

- To develop ICT policies and legislation that create conditions for an accelerated and shared growth of the South African economy which positively impacts on the well being of all our people and is sustainable;
- To ensure the development of robust, reliable, affordable ICT infrastructure that supports and enables the provision of a multiplicity of applications and services to meet the needs of the country and its people;
- To strengthen the ICT Regulator, ICASA, to enable it to regulate the sector in the public interest and ensure growth and stability in the sector;
- To enhance the capacity of, and exercise oversight over State Owned Enterprises (SOEs) as the delivery arms of government; and
- To fulfil South Africa’s continental and international responsibilities in the ICT field.

The mandate of the Department of Communications is further embedded in legislation as well as other policy documents.

The legislative framework for the work of the Department is contained mainly in the:

- Broadcasting Act (Act 4 of 1999)
- Electronic Communications Act (Act 36 of 2006)
- Former States Broadcasting Reorganisation Act (Act 91 of 1996)
- Independent Communications Authority Act (Act 153 of 1993)
- Independent Communications Authority of South Africa Act (Act 13 of 2000)
- Sentech Act (Act 63 of 1996)
- Telecommunications Act (Act 103 of 1996)

- Post Office Act (Act 44 of 1958)
- Postal Services Act (Act 124 of 1998)
- Telegraph Messages Protection Act (Act 44 of 1963)

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

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

## 1.8 VISION AND MISSION OF THE DoC

The vision of the Department of Communications is:

**SA AS A GLOBAL LEADER IN  
THE DEVELOPMENT AND USE OF  
INFORMATION AND COMMUNICATION  
TECHNOLOGIES FOR SOCIO-ECONOMIC  
DEVELOPMENT**

The mission of the Department of Communications is:

**BUILDING A BETTER LIFE FOR  
ALL THROUGH AN ENABLING AND  
SUSTAINABLE WORLD CLASS  
INFORMATION AND COMMUNICATION  
TECHNOLOGIES ENVIRONMENT**

## 1.9 CORPORATE VALUE SYSTEMS

The value system of the Department indicates the difference between right and wrong in the operating environment in accordance with what is personally and sociably acceptable and expected of the public service cadre of a Developmental State.

It provides fundamental beliefs that influence individual and organisational decision-making and behaviour as the Department aspires to be *the employer of choice in the public service and the preferred place in the ICT sector for intellectual stimulation, leadership growth and national contribution.*

The staff members of the Department of Communications consider these values to encompass common and paramount strengths, responsibilities, and opportunities.

**The DoC Organisational Value System**

**TRANSPARENCY  
RESPECT  
ACCOUNTABILITY  
FAIRNESS  
INTEGRITY  
EXCELLENCE  
INNOVATION**

The above-mentioned values are the driving force of the implementation of the Department of Communication's priorities in a manner that is consistent with the vision, mission and aspirations of the Department as well as the national goals of our country.

## 1.10 DEPARTMENTAL PROGRAMMES

In terms of the requirements of the National Treasury, the departmental budget is structured into five programmes and a sixth programme allocated to the Presidential National Commission on the Information Society and Development, PNC on ISAD.

The integration and mainstreaming of Gender, Disability, Youth and Children in all programmes of the Department and the ICT Sector as a whole is promoted by the Gender Disability, Youth and Children (GDYC) Chief Directorate housed in the Office of the Director-General.

The GDYC Chief Directorate is mandated to ensure that women, youth, disabled people and children have access to and use ICTs for socio-economic development. This is largely done through:

- Influencing policy development
- Providing relevant support to DoC Programmes and those of SoEs and the broader ICT Sector with regards to facilitating mainstreaming/integration
- Conducting awareness raising
- Coordinating and monitoring of various initiatives aimed at mainstreaming and integration

As more functions and roles are assigned to traditional leaders, the use of ICTs become particularly critical to enable the Institution of Traditional Leadership to acquaint itself with modern practices of public sector administration whilst building on the tradition and values that are fundamental to them. The DoC's partnership with the Institution of Traditional Leadership seeks, in the main, to ensure that traditional leaders are capacitated to take advantage of the opportunities presented by ICTs to accelerate service delivery in their areas of jurisdiction. To this end, the DoC has developed websites for the National House of Traditional Leaders and all Provincial Houses of Traditional Leaders. This enables the Institution of Traditional Leadership, to not only generate greater awareness in respect of the work of this important institution but also enable traditional leaders themselves to access information and knowledge and to share experiences among themselves. Building on this work, the DoC will be developing websites for 32 Local Houses of Traditional Leader and digitise information residing with traditional leaders to enable traditional leaders and their stakeholders to access, generate and disseminate information more cost-effectively and efficiently. Additionally, the Department will provide on-going training on ICTs in the provincial houses of traditional leaders to increase uptake and usage thereof.

There is a need to expand opportunities for the poor and vulnerable groups to access information on economic opportunities and social assistance programmes of government. In line with government's objectives of halving poverty and unemployment by 2014, the Department's contribution towards the Anti-Poverty Strategy and War on Poverty Campaign will be underpinned by the development of content to be broadcast primarily through Community Radio Stations, on government information and services.

### Programme 1: Governance and Administration

The purpose of Programme 1 is to provide strategic support and overall management of the department through the -

- Provision of strategic operational support, enabling the Department to deliver on its mandate, smoothly, efficiently, professionally and on time.
- Creation of conditions for being 'an employer of choice in the public service and the preferred place in the ICT sector for intellectual stimulation, leadership growth and national contribution' through progressive, responsive and modern Human Resource Management policies and instruments.
- Development of organisational excellence through proper and timeous planning, monitoring and evaluation, the coordination of the strategic and business planning processes to ensure proper alignment, linkages and integration across the whole of government;
- Development and implementation of an effective Intergovernmental Relations Framework that ensures the increase in the uptake and usage of ICTs for socio-economic development in all spheres of government prioritising communities that are most in need; and
- Communication of clear, com-prehensive, technically sound yet simple messages to the public and the world on the role of ICTs in socio-economic development thus increasing public e-awareness and the uptake and usage of these technologies through the media, publications, and supporting the 'izimbizo' of President, Minister and Deputy Minister as well as exhibitions by the sector in which these technologies are displayed.

### Programme 2: ICT International Affairs and Trade

The purpose of Programme 2 is to -

- Give effect to South Africa's foreign policy in ICT-related matters, prioritising Africa's development; and
- To establish a dynamic, effective and mutually beneficial multi-stakeholder partnership in the ICT sector that is reflective of, and responsive to South Africa's policies and priorities.

### Programme 3: ICT Policy Development

The purpose of Programme 3 is to -

- Develop ICT policies and legislation that support the development of an ICT sector that creates conditions for an *accelerated and shared growth* of the South African economy, which positively impacts on the well being of all our people and is sustainable;
- Develop strategies that increase the uptake and usage of ICTs by the public, thus maximising the impact of the ICTs in service delivery, nation building and social cohesion as well as creating conditions for a better life for all; and
- Provide a base for informed, timely, forward-looking and proactive ICT policy decision-making in the Department and sector as a whole and to evaluate the impact of those policies, laws and strategies on improving the lives of South Africans.

### Programme 4: Finance and ICT Enterprise Development

The purpose of Programme 4 is to -

- Ensure compliance of the Department with the Public Finance Management Act;
- Oversee the SOEs in a manner that improves the capacity of the State to deliver on its mandate;
- Manage government's shareholding interest in the SOEs and Telkom in a manner that supports the speedy attainment of national goals and priorities; and
- Ensure, through the use of ICTs, the development of the SMME sector.

### Programme 5: ICT Infrastructure Development

The purpose of Programme 5 is to -

- Ensure the development of robust, reliable and affordable ICT infrastructure that supports and enables the provision of a multiplicity of applications and services to meet the needs of the country and its people, especially with respect to efficient and timely service delivery;
- Ensure that the Information Technology Infrastructure is adequate, secure and stable;
- To develop an environment that supports the efficient and effective utilisation of the Radio-frequency spectrum in the Republic;
- Contribute to the development and implementation of the national space programme;
- Oversee the fulfillment of the government ICT guarantees for the 2010 FIFA World Cup; and
- Provide information systems and applications that support the business objectives and processes.

### Programme 6: Presidential National Commission

The purpose of this programme, whose Strategic Plan is included in the later part of the document, is to -

- Provide timely and informed advice to the President on matters related to the development of an inclusive information society;
- Facilitate the coordinated development of an *inclusive* Information Society in South Africa and achievement of the country's Information Society vision: "*To establish South Africa as an advanced information-based society in which information and ICT tools are key drivers of economic and societal development*".

# PART 2

## MEDIUM TERM STRATEGY

## 2.1 MEDIUM TERM STRATEGY MAP

<p><b>SG 1:</b> Enable the maximization of investment in the ICT sector</p>	<p><b>SO 1.1:</b> Contribute to creating conditions for an accelerated and shared growth of the South African economy through the development and implementation of ICT policies and strategies that positively impacts on the wellbeing of all our people</p>
<p><b>SG 2:</b> Ensure that ICT infrastructure is robust, reliable, affordable and secured to meet the needs of the country and its people</p>	<p><b>SO 2.1:</b> Support and enable the provision of a multiplicity of ICT applications and services through facilitating the modernization of the infrastructure</p>
<p><b>SG 3:</b> Accelerate the socio-economic development of South Africans by increasing access to, as well as the uptake and usage of, ICTs through partnerships with business and civil society and 3 spheres of government</p>	<p><b>SO 3.1:</b> Increase Universal Access and Services to ICTs</p> <p><b>SO 3.2:</b> Contribute to increasing the ICT skills base in South Africa and increase access to, and uptake and usage of ICTs</p> <p><b>SO 3.3:</b> Facilitate the growth and development of SMMEs as well as improve their sustainability through the use of ICTs</p> <p><b>SO 3.4:</b> Promote the ICT Agenda across all stakeholders in order to ensure integrated &amp; efficient service delivery to communities</p>
<p><b>SG 4:</b> Build effective information-age organisation that contributes to the effective functioning of the FOSAD Cluster and to contribute to building a Single Public Service</p>	<p><b>SO 4.1:</b> Ensure the optimal functioning of the DoC through building an efficient and effective leadership cadre for the developmental State and through integrating and aligning operational processes and systems</p>
<p><b>SG 5:</b> Enhance the role of ICT SOE's as the delivery arms of government</p>	<p><b>SO 5.1:</b> Provide efficient and effective oversight to SOE's and other entities.</p>
<p><b>SG 6:</b> Contribute to the building of an inclusive Information Society globally, prioritizing Africa's development</p>	<p><b>SO 6.1:</b> Support the African Agenda through active participation and implementation of NEPAD as well as African Multilateral and Bilateral ICT programmes, in order to promote development in Africa</p> <p><b>SO 6.2:</b> Strengthen South-South Cooperation to support economic development</p> <p><b>SO 6.3:</b> Participate in major summits and conferences and implement the outcomes thereof</p> <p><b>SO 6.4:</b> Contribute to creating an enabling Internet Environment through the development of Policies and Strategies that positively impact on the wellbeing of South Africans</p>

## 2.2 DoC MEDIUM TERM STRATEGY: 2009 - 2012

The strategic goals, objectives and targets presented in the following tables are products of an intensive process of strategic planning, taking into account both the internal and external environments and their impact on the mandate of the DoC. This process was purposefully aimed at evaluating and updating the Department's Strategic Plan that would operationalise the DoC's mandate within the context of government's current challenges and programme of action.

Furthermore, within the Department, the Strategic Plan is not only viewed as a reflection of the organisation's medium term strategy but also as an organisational performance management tool that is used to determine organisational performance through periodic monitoring and evaluation of its implementation.

<b>STRATEGIC GOAL 1: Enable the maximization of investment in the ICT sector</b>					
<b>STRATEGIC OBJECTIVE 1.1: Contribute to creating conditions for an accelerated and shared growth of the South African economy through the development and implementation of ICT policies and strategies that positively impacts on the wellbeing of all our people</b>					
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>	
Broadband Policy Approved by Cabinet and Gazetted by March 2010  Improvement in accessibility, availability, affordability and usage of quality Broadband	Broadband Policy approved and National, Provincial and Municipal Broadband Strategies developed	Implementation of the National, Provincial and Municipal Broadband Strategies monitored	Implementation of the National, Provincial and Municipal Broadband Strategies monitored	ICT Policy Development	
Integrated National ICT Act by 2012 that advances convergence of the ICT sector	Integrated National ICT Policy approved	Draft Integrated ICT Bill developed	Integrated ICT Act	ICT Policy Development	

<b>STRATEGIC GOAL 2: Ensure that ICT infrastructure is robust, reliable, affordable and secured to meet the needs of the country and its people</b>					
<b>STRATEGIC OBJECTIVE 2.1: Support and enable the provision of a multiplicity of ICT applications and services through facilitating the modernization of the infrastructure</b>					
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>	
Secured South African cyber-space Cyber security policy and implementation strategy approved by Cabinet by March 2010 Secure cyber environment through establishment of CSIRT, protection of critical information infrastructure and National cyber security awareness	Cyber security Policy and Implementation Plan developed Critical Information Infrastructure (CIIP) identified	Cyber security strategy implemented and monitored Critical Information Infrastructure (CIIP) protected South African National Computer Security Incident Response Team (CSIRT) established	Cyber security strategy implemented, monitored and reviewed Critical Information Infrastructure (CIIP) protected	ICT Infrastructure Development	
	ICT Infrastructure for FIFA Confederation Cup and International Broadcasting Control Centre (IBCC) fully operationalised FIFA 2010 Legacy plan approved	ICT Infrastructure for FIFA 2010 Soccer World Cup and the International Broadcasting Centre (IBC) fully operationalised Implementation of FIFA 2010 Legacy Plan commenced	Implementation of FIFA 2010 legacy plan	ICT Infrastructure Development	
Fulfillment of all 2010 ICT Guarantees. 2010 ready ICT Infrastructure in accordance with the guarantees and LOC/DoC Agreement					

<b>STRATEGIC OBJECTIVE 2.1: Support and enable the provision of a multiplicity of ICT applications and services through facilitating the modernization of the infrastructure</b>					
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>	
Improvement with respect to cost, quality, availability and usage of ICTs in line with world class standards by 2014	25% improvement with respect to cost, quality, availability and usage of ICTs across the Sector	Additional 25% improvement with respect to cost, quality, availability and usage of ICTs across the Sector	Additional 25% improvement with respect to cost, quality, availability and usage of ICTs across the Sector	ICT Policy Development	
Digital Migration achieved by 2011	Digital Migration Strategy Implemented (Phase 1)	Digital Migration Strategy Implemented (Phase 2)	Digital Migration Strategy Implemented (Phase 3)	ICT Policy Development	
Improvement in use of radio frequency spectrum and provision of services in a multiplicity of languages					
Globally competitive electronics manufacturing industry by 2019	1.5 million locally manufactured STBs distributed in the market	3 million locally manufactured STBs distributed in the market	500 000 locally manufactured STBs distributed in the market	ICT Policy Development	Finance & ICT Enterprise Development
STB's manufactured in line with approved SABS specifications					
Competitive local content and digital content industry by 2019	55% increase in local content and digital content output.	Additional 5% increase in local content and digital content output.	Additional 10% increase in local content and digital content output.	ICT Policy Development	
Diverse content which can be digitally distributed in multiple languages and platforms.					

<b>STRATEGIC GOAL 3: Accelerate the socio-economic development of South Africans by increasing access to, as well as the uptake and usage of, ICTs through partnerships with business and civil society and 3 spheres of government</b>					
<b>STRATEGIC OBJECTIVE 3.1: Increase Universal Access and Services to ICTs</b>					
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>	
90% of South African homes with Postal Addresses by 2014	50% of South African homes with Postal Addresses	Additional 10% of South African homes with Postal Addresses	Additional 10% of South African homes with postal address	ICT Policy Development	
National Radio Frequency Spectrum Policy and Implementation Plan	National Radio Frequency Spectrum Policy approved and implemented	Measures to improve spectrum usage developed and implemented in accordance with the National Radio Frequency Spectrum policy and taking into account the outcome of the 2009/10 audit	Measures to improve spectrum usage developed and implemented in accordance with the National Radio Frequency Spectrum policy and taking into account the outcome of the 2010/11 audit	ICT Infrastructure Development	
National Radio Frequency Spectrum Policy approved by Minister by March 2010					
Proper allocation consistent with services, technology and best international practices	Current National Radio Frequency Spectrum audited up to 3 GHz	Current National Radio Frequency Spectrum audited from 3 to 20 GHz	Current National Radio Frequency Spectrum audited from 20 to 1000 GHz		
	Updated National Frequency Plan approved, taking into account WRC-07 and the ECA	Updated National Frequency Plan approved, taking into account the outcome of the 2009/10 audit	Updated National Frequency Plan approved, taking into account the outcome of the 2010/11 audit		

<b>STRATEGIC OBJECTIVE 3.2: Contribute to increasing the ICT skills base in South Africa and increase access to, and uptake and usage of ICTs</b>				
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>
Meraka e-Skills Institute Interim operational by 1 April 09, Fully operational by January 2014  Syllabi to be based on latest research and to produce students with ICT skills required by society	Meraka e-Skills Institute established	500 Students enrolled	600 Students enrolled	Meraka e-Skills Institute
		2 Diplomas and 5 short-courses offered	1 Degree, 4 diplomas and 10 short-courses offered	
Approved e-awareness strategy High level of public e-awareness by 2014	60% TV households well informed about digital migration	100% TV households well informed about digital migration	Ongoing communication dealing with challenges that may occur	Governance & Administration
	e-Awareness strategy approved and implementation commenced	Continuation of the implementation of the e-awareness strategy	Continuation of the implementation of the e-awareness strategy	
Connectivity of government institutions by 2014  Increase in uptake and usage of ICTs by government institutions	50% of Dinaledi schools connected and network coverage of surrounding government institutions provided	100% of Dinaledi schools connected and network coverage of surrounding government institutions provided	20% of remaining schools connected	ICT Infrastructure Development

<b>STRATEGIC OBJECTIVE 3.3: Facilitate the growth and development of SMMEs as well as improve their sustainability through the use of ICTs</b>				
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>
Growth and increased business efficiency of SMME's through increased uptake and usage of ICTs and the linkages of ICT enterprises to new opportunities in the sector by 2014	3 500 SMMEs accessing and using ICTs for the first time	Additional 6 000 SMME's accessing and using ICT's	Additional 8 000 SMME's accessing and using ICT's	Finance & ICT Enterprises Development
	15 ICT business linkages facilitated	25 ICT business linkages facilitated	35 ICT business linkages facilitated	
<b>STRATEGIC OBJECTIVE 3.4: Promote the ICT Agenda across all stakeholders in order to ensure integrated &amp; efficient service delivery to communities</b>				
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>
ICT agenda integrated in all spheres of government so as to contribute to advancing socio-economic development by 2014	ICT agenda integrated into 3 PGDS and IDPs	ICT agenda integrated into 3 additional PGDS and IDPs	ICT agenda integrated into 3 additional PGDS and IDPs	Governance & Administration
	Annual Stakeholder Engagement strategy	Annual Calendar of Engagement with Stakeholders implemented	Annual Calendar of Engagement with Stakeholders implemented	
Constant and value-adding engagement with relevant stakeholders	Annual stakeholder survey conducted	Annual stakeholder survey conducted	Annual stakeholder survey conducted	Governance & Administration (DGO)
Second Economy Interventions Framework to support 2nd economy programmes of government	DoC interventions on the War on Poverty Campaign implemented and monitored through the implementation of a Second Economy Interventions Framework	Scope of previous year's initiatives broadened to deal with poverty, economic and social exclusion	Scope of previous year's initiatives broadened to deal with poverty, economic and social exclusion	Governance & Administration (DGO)
Departmental anti-poverty interventions integrated, coordinated and monitored				

<b>STRATEGIC GOAL 4: Build effective information-age organisation that contributes to the effective functioning of the FOSAD Cluster and to contribute to building a Single Public Service</b>					
<b>STRATEGIC OBJECTIVE 4.1: Ensure the optimal functioning of the DoC through building an efficient and effective leadership cadre for the developmental State and through integrating and aligning operational processes and systems</b>					
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>	
Improved organizational performance and functioning by 2012	Current departmental processes mapped and reviewed for improvement, prioritizing core processes	Organisation re-alignment with improved Processes	Continuous business process improvement	Governance & Administration	
Approved employee satisfaction improvement plan	Comprehensive plan developed and implemented to improve the employee satisfaction level to 65%	Implement the plan to improve the employee satisfaction level to 70 %	Implement the plan to achieve 75% employee satisfaction level	Governance & Administration	
Increased level of employee satisfaction contributing to DOC being the employer of choice					
Approved Leadership development strategy	Leadership competencies assessed based on job profiles to enhance the current skills through the development of a Leadership development strategy	Continuation of Leadership Development Intervention with measurable improvement	Continuation of Leadership Development Intervention with measurable improvement	Governance & Administration	
Capable and effective leadership cadre					
Contribution to national priorities and initiatives of government	50% gender representativity at SMS level	50% gender representativity at SMS level	50% gender representativity at SMS level	Governance & Administration	

<b>STRATEGIC OBJECTIVE 4.1: Ensure the optimal functioning of the DoC through building an efficient and effective leadership cadre for the developmental State and through integrating and aligning operational processes and systems</b>				
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>
<p>GDYC Matters mainstreamed into the core business of all 5 Branches by March 2011 through the implementation of the related GDYC strategies</p> <p>Implementation of the National Youth Service Program supported through the deployment of 5000 E-Cadres by the department by March 2012</p> <p>Level of Awareness in the Dept &amp; SoEs raised by 40% through outcome of surveys, seminars and supporting international and national days by 2012</p>	<p>2% representation of people with disability across the Department</p> <p>Issues related to gender, disability, youth and children in the programmes of the Department and its SOEs mainstreamed</p>	<p>2% representation of people with disability across the Department</p> <p>Issues related to gender, disability, youth and children in the programmes of the Department and its SOEs mainstreamed</p>	<p>2% representation of people with disability across the Department</p> <p>Issues related to gender, disability, youth and children in the programmes of the Department and its SOEs mainstreamed</p>	<p>Governance &amp; Administration</p>
	<p>Inclusion of issues related to GDYC in at least five policies developed by DoC by March 2011</p>	<p>ICT related policies influenced to ensure that it is inclusive of the needs of people with disabilities, young people, women and children</p> <p>4 principles of gender equality and women empowerment implemented</p>	<p>ICT related policies influenced to ensure that it is inclusive of the needs of people with disabilities, young people, women and children</p> <p>4 principles of gender equality and women empowerment implemented</p>	<p>ICT related policies influenced to ensure that it is inclusive of the needs of people with disabilities, young people, women and children</p> <p>Implementation of 8 principles of gender equality and women empowerment implemented evaluated</p>

<b>STRATEGIC OBJECTIVE 4.1: Ensure the optimal functioning of the DoC through building an efficient and effective leadership cadre for the developmental State and through integrating and aligning operational processes and systems</b>				
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>
Approved Monitoring mechanism  DoC accessible to pwa's in terms of built environment by 2011 and in the non built environment 2010  Institutional mechanisms addressing GDYC issues existing within five SOEs by March 2012	Monitoring mechanism developed and implemented to track performance of the Department and SOEs on gender, disability, youth and children issues	Monitoring mechanism developed and implemented to track performance of the Department and SOEs on gender, disability, youth and children issues	Monitoring mechanism developed and implemented to track performance of the Department and SOEs on gender, disability, youth and children issues	Governance & Administration (DGO)
<b>STRATEGIC GOAL 5: Enhance the role of ICT SOE's as the delivery arms of government</b>				
<b>STRATEGIC OBJECTIVE 5.1: Provide efficient and effective oversight to SOE's and other entities.</b>				
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>
Improvement in effectiveness and efficiency of ICT SOEs to deliver on relevant Government mandate	SOE Shareholder Compacts and Strategic Plans aligned with government priorities  Performance of SOEs monitored against set KPIs as per their Corporate Plans	SOE Shareholder Compacts and Strategic Plans aligned with government priorities  Performance of SOEs monitored against set KPIs as per their Corporate Plans	SOE Shareholder Compacts and Strategic Plans aligned with government priorities  Performance of SOEs monitored against set KPIs as per their Corporate Plans	Finance & ICT Enterprises Development
	SOE Shareholder Compacts and Strategic Plans aligned with government priorities  Performance of SOEs monitored against set KPIs as per their Corporate Plans	SOE Shareholder Compacts and Strategic Plans aligned with government priorities  Performance of SOEs monitored against set KPIs as per their Corporate Plans	SOE Shareholder Compacts and Strategic Plans aligned with government priorities  Performance of SOEs monitored against set KPIs as per their Corporate Plans	

<b>STRATEGIC GOAL 6: Contribute to the building of an inclusive Information Society globally, prioritizing Africa's development</b>						
<b>STRATEGIC OBJECTIVE 6.1: Support the African Agenda through active participation and implementation of NEPAD as well as African Multilateral and Bilateral ICT programmes, in order to promote development in Africa</b>						
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>		
Access to robust, reliable and affordable intra-African and international broadband and international broadband connectivity through UHURUnet and UMOJAnet by 2012	Construction and implementation of submarine fibre-optic cable facilitated and integrated with the AU and SADC processes	Phase one of UhurUNET operational	Phase two of UhurUNET operational	ICT International Affairs & Trade		
	Development of UMOJAnet supported according to plan	Further development of UMOJAnet on course, according to plan	Phase one of UMOJAnet operational			
Approved e-Schools connectivity Plan	Connectivity Plan for e-schools, based on the NEPAD Business Case and lessons learnt; approved	Implementation of connectivity Plan for e-schools monitored	Implementation of connectivity Plan for e-schools monitored	ICT Infrastructure Development		
Increased access to and quality of education in Africa using ICT through the NEPAD e-Schools project by 2016	African Multilateral organisations further strengthened in order to achieve information society objectives	African Multilateral organisations further strengthened in order to achieve information society objectives	African Multilateral organisations further strengthened in order to achieve information society objectives	ICT International Affairs & Trade		
					SADC ICT structures further strengthened in order to achieve socio-economic development and regional integration	SADC ICT structures further strengthened in order to achieve socio-economic development and regional integration
					Bilateral relations with other African countries further strengthened	Bilateral relations with other African countries further strengthened in order to be effective and mutually beneficial

<b>STRATEGIC OBJECTIVE 6.2: Strengthen South-South Cooperation to support economic development</b>				
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>
Increased influence of the South on the ICT global agenda in order to promote an inclusive information society	IBSA information society annual plan with specific actions adopted and implemented	IBSA information society annual plan with specific actions adopted and implemented	IBSA information society annual plan with specific actions adopted and implemented	ICT International Affairs & Trade
	Bilateral relations with countries of the South further strengthened	Selected joint projects with countries of the South implemented	Selected joint projects with countries of the South implemented	ICT International Affairs & Trade
<b>STRATEGIC OBJECTIVE 6.3: Participate in major summits and conferences and implement the outcomes thereof</b>				
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>
Effective preparations for World Radio Conferences (WRC) and World Telecommunication Standardisation Assemblies (WISA) and ensure implementation of applicable outcomes	Outcomes of RRC - 06, WRC - 07 and WISA-08 implemented	Outcomes of WRC - 07 and WISA-08 implemented	Outcomes of WISA-08 implemented	ICT Infrastructure Development
	Preparations for WRC-11 and WISA-12 undertaken	Preparations for WRC-11 and WISA-12 undertaken	Preparations for WISA-12 undertaken	
			Effective participation in WRC-11	

<b>STRATEGIC OBJECTIVE 6.3: Participate in major summits and conferences and implement the outcomes thereof</b>					
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>	
Full implementation of the outcomes of Universal Postal Union (UPU) and the World Telecommunications Development Conference (WTDC)	South Africa's policy positions at the UPU meetings advanced with a view to address current challenges and their impact on development	South Africa's policy positions at the UPU meetings advanced with a view to address current challenges and their impact on development	South Africa's policy positions at the UPU meetings advanced with a view to address current challenges and their impact on development	South Africa's policy positions at the UPU meetings advanced with a view to address current challenges and their impact on development	ICT Policy Development
	South Africa's policy positions at the WTDC meetings advanced with a view to address current challenges and their impact on development	South Africa's policy positions at the WTDC meetings advanced with a view to address current challenges and their impact on development	South Africa's policy positions at the WTDC meetings advanced with a view to address current challenges and their impact on development	South Africa's policy positions at the WTDC meetings advanced with a view to address current challenges and their impact on development	
Favourable positioning of developing countries through active influence in ICT institutions of global governance	ICT Institutions of global governance influenced to address current challenges and their impact on development	ICT Institutions of global governance influenced to address current challenges and their impact on development	ICT Institutions of global governance influenced to address current challenges and their impact on development	ICT Institutions of global governance influenced to address current challenges and their impact on development	ICT International Affairs & Trade
Improved co-operation and understanding to address common policy challenges facing developing countries	Strategic multilateral partnerships implemented (UNESCO, OECD, EU, Cooperation Agreement with ITU and UPU)	Strategic multilateral partnerships implemented (UNESCO, OECD, EU, Cooperation Agreement with ITU and UPU)	Strategic multilateral partnerships implemented (UNESCO, OECD, EU, Cooperation Agreement with ITU and UPU)	Strategic multilateral partnerships implemented (UNESCO, OECD, EU, Cooperation Agreement with ITU and UPU)	ICT International Affairs & Trade
South Africa positioned as an emerging ICT market by 2010	South Africa's economic interests in the ICT Sector promoted through bilateral and multilateral engagements	South Africa's economic interests in the ICT Sector promoted through bilateral and multilateral engagements	South Africa's economic interests in the ICT Sector promoted through bilateral and multilateral engagements	South Africa's economic interests in the ICT Sector promoted through bilateral and multilateral engagements	ICT International Affairs & Trade

<b>STRATEGIC OBJECTIVE 6.4: Contribute to creating an enabling Internet Environment through the development of Policies and Strategies that positively impact on the well being of South Africans</b>				
<b>Output and Performance Measures</b>	<b>2009/10 Target</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>Accountable Branch</b>
<p>National Internet Policy and implementation strategy</p> <p>Approved by Cabinet by March 2010</p> <p>Improvement in accessibility, availability, affordability and usage of the Internet</p>	National Internet Policy and implementation strategy developed	National Internet Policy implemented and monitored	National Internet Policy implemented, monitored and reviewed	ICT Infrastructure Development

## 2.3 DoC ICT PLAN

### Introduction

The DoC is committed to accelerating efforts to achieve its objectives and ultimately the attainment of its vision – to be a global leader in harnessing information and communication technologies for socio-economic development.

Information Technologies (IT) were traditionally considered as a support function to improve efficiency and effectiveness. The reliance of businesses on information has revolutionized the way businesses perceive IT. Technologies now play a strategic role in the attainment of business, social and economic objectives.

The escalation of Information Technology networks world-wide often determines the effectiveness and success of economies. Decision-making in a knowledge economy can be enhanced by the strategic use of IT. It is therefore important to distinguish between the types of technologies that will improve the competitive advantage of an organisation in relation to its purpose. Alignment of the IT strategy to the Department's objectives is imperative in order to ensure that the Department delivers on its national mandate.

The IT strategy is primarily based upon three pillars namely:

- Improving service accessibility;
- Optimising and enhancing business processes;
- Creating and sustaining a robust, reliable and secure IT environment.

### Overarching Principles

The IT strategy is based on the following overarching principles. These are high level principles that the Information Technology Chief Directorate (ITCD) must adhere to when making IT investment decisions.

#### *Management, organization & governance*

- The ITCD will actively work with the business to create an alignment between the business of DoC and the departmental IT priorities

#### *Architecture and infrastructure*

- Where practically and operationally possible, the ITCD shall prioritise open standards and open source products over proprietary products.

#### *Applications and information*

- The ITCD shall pursue applications with business fit and functionality over technical considerations.

### Strategic objectives

The ITCD has identified the following strategic objectives:

- To optimize and enhance DoC business processes through the creation of a paperless environment.
- To become the leader in implementing Open Source Software (OSS) and Open standards in ensuring the promotion of OSS in the public service.
- To promote effective decision-making by ensuring ease of access to strategic real-time and accurate information through the creation of a robust IT platform (infrastructure).
- To introduce and sustain sound IT governance aligned to the DoC business strategy and complies with relevant IT directives and legislation.

### Strategic Priorities

The above-mentioned strategic objectives culminate in the pursuance of the following strategic priorities in DoC

**Priority 1:** The Implementation of the Electronic Document Management System (EDMS)

The main objective of this initiative is to improve business efficiency through the creation of a paperless environment while at the same time automating the business processes to improve the operational efficiency and effectiveness. During 2009-10 financial year, the Department will finalise the implementation of the entire electronic content management for faster business turnaround times of doing DoC business.

**Priority 2:** Migration of proprietary software to an open source environment.

In line with the government Free Open Source Software (FOSS) Policy, it is imperative that the Department initiates a migration process to lead by example. The ground work for FOSS has already been completed. Implementation of the back-end system will be completed in the 2009-10 financial year.

**Priority 3:** Develop and implement IT Policies, Standards and Procedures

IT Governance is the cornerstone of any successful IT implementation. The South African Government spends billions on IT investment annually. It is therefore imperative that proper structure and systems are in place to ensure responsible use of resources. It is in this context that a further prioritization of IT policies standards and procedures is done.

**Priority 4:** Ensuring a robust, reliable and secure IT environment

The departmental information, in all its forms, is deemed to be the asset of the DoC. As with any asset, protection from theft, destruction, modification, and unauthorized use is necessary to the on-going success of the Department.

Information security must be an integral part of the business planning process from inception. To ensure that security requirements are defined and implemented, the ITCD will continue to strengthen the already implemented IT security measures.

**Challenges and Risks**

The development of any strategy seeks to address certain business challenges. Among other challenges of the Department, the following are identified:

- Inadequate business specific IT systems
- Manual processes resulting in unnecessary delays
- Manual management of records in the DoC
- Lack of relevant IT policies
- Complete dependency on proprietary software
- Lack of business intelligence system

**Conclusion**

The successful implementation of the IT strategy will be determined by the benefits realised by the users. Therefore it is important that DoC users are empowered fully to utilise the technology provided by the ITCD for a better and more effective work environment.

## 2.4 DoC ACQUISITION ASSETS PLAN

Asset planning is fundamental for the effective asset management of a department's business, being the first phase in the asset life cycle. Matching the asset requirements of the Department to its service delivery's objective should result in assets with necessary capacity and performance. Asset planning also leads to specific actions to acquire any new assets that may be required, to dispose of assets that are no longer required and does not support service delivery of the business unit, and to operate and maintain existing assets effectively.

Treasury Regulation 5.2.2 requires the Strategic Plan to include details of the proposed acquisitions of fixed or movable capital assets, planned capital investment, rehabilitation and maintenance of physical assets, multi-year projections of the receipt from the sale of assets.

Section 38 of the Public Finance Management Act (PFMA) of 1999 places the responsibility on the accounting officer for financial and risk management of the entity as well as the effective and efficient use of the resources thereof. The section further specifically tasks the accounting officer with the management, including the safeguarding and maintenance, of assets, and the management of liabilities.

Treasury Regulation 10.1 (issued in terms of Section 76) requires of the accounting officer to ensure that processes, manual or electronic, and procedures are in place for the effective, efficient, economical and transparent use of the entity's assets. It further places the full responsibility on the accounting officer for ensuring that control systems are in place to ensure the prevention of theft, losses, wastage and misuse of assets and the keeping of stock levels at an optimum and economical level.

From the above it is clear that the proper management of and accounting for assets have been set as an important responsibility of the accounting officer.

In line with the above requirements, the Department has an approved Asset Management Strategy which informs the Asset Acquisition Plan.

It is very important to note therefore, that all branches must submit their Asset requirement's prior to the commencement of each financial year to enable the asset team to plan the acquisitions thereof.

The table below indicate the asset to be acquired for the period 2009/2010.

PROGRAMME 1 : ADMINISTRATION	MINISTRY	DEPUTY MINISTER	EXECUTIVE AND ADMIN SUPPORT	GDYC	INTERNALAUDIT	SECURITY SERVICES	HR PLANNING AND ADMIN	HR
<b>STANDARD ITEMS</b>								
Pur/Cap/Ass: Motor	1 300 000	-	-	-	-	-	-	-
Pur/Cap/Ass: Audio Equip	-	-	-	-	35 000	-	25 000	-
Pur/Cap/Ass: Comp Hardware	-	60 000	138 000	115 000	69 000	23 000	23 000	-
Pur/Cap/Ass: Office Equip	492 000	-	20 000	-	-	-	17 000	-
Pur/Cap/Ass: Photographic	20 000	-	-	-	-	-	-	-
Pur/Cap/Ass: Office Furniture	-	290 000	290 000	580 000	435 000	145 000	145 000	-
Pur/Curr/Ass: Kitchen	-	-	70 000	-	-	-	-	-
<b>Total</b>	<b>1 812 000</b>	<b>350 000</b>	<b>518 000</b>	<b>695 000</b>	<b>539 000</b>	<b>168 000</b>	<b>210 000</b>	<b>-</b>
<b>PROGRAMME 1 : ADMINISTRATION</b>	<b>STAKEHOLDER MANAGEMENT</b>		<b>FINANCE</b>	<b>SCM: CONTRACT MNG.</b>	<b>SCM: LOGISTICS</b>	<b>OPERATIONAL SUPPORT</b>	<b>COMMUNICATIONS &amp; MARKETING</b>	<b>STRAT PLANNING &amp; MONITORING</b>
<b>STANDARD ITEMS</b>								
Pur/Cap/Ass: Motor	-	-	-	-	-	-	-	-
Pur/Cap/Ass: Audio Equip	45 000	-	17 000	-	-	-	-	-
Pur/Cap/ass: Comp Hardware	122 000	-	127 000	61 000	195 000	-	1 600 000	23 000
Pur/Cap/Ass: Office Equip	-	-	-	15 000	-	-	150 000	-
Pur/Cap/Ass: Photographic	-	-	-	-	69 000	-	-	-
Pur/Cap/Ass: Office Furniture	-	-	25 000	-	-	-	145 000	-
Pur/Curr/Ass: Kitchen	-	-	-	-	-	-	-	-
<b>Total</b>	<b>167 000</b>	<b>-</b>	<b>169 000</b>	<b>76 000</b>	<b>264 000</b>	<b>-</b>	<b>1 895 000</b>	<b>23 000</b>

PROGRAMME 2: ICT INTERNATION AFFAIRS AND TRADE		INTERNATIONAL TRADE AND MULTILATERAL	BI-LATERAL	AFRICA DESK			
<b>STANDARD ITEMS</b>							
Pur/Cap/Ass: Motor	-	-	-	-			
Pur/Cap/Ass: Audio Equip	-	17 000	-	17 000			
Pur/Cap/Ass: Comp Hardware	-	23 000	-	322 000			
Pur/Cap/Ass: Office Equip	-	-	65 000	-			
Pur/Cap/Ass: Photographic	-	-	-	-			
Pur/Cap/Ass: Office Furniture	-	145 000	290 000	435 000			
Pur/Curr/Ass: Kitchen	-	-	-	-			
<b>Total</b>	<b>-</b>	<b>185 000</b>	<b>355 000</b>	<b>774 000</b>			

PROGRAMME 3: ICT POLICY DEVELOPMENT	POLICY DEVELOPMENT	DIGITAL DZONGA	E-SKILLS INSTITUTE	ECONOMIC POLICY DEVELOPMENT	INTER-GOVERNMENTAL	ICT UPDATE AND USAGE	E-CONTENT POLICY DEV.	ECONOMIC MODELLING DEVELOPMENT
<b>STANDARD ITEMS</b>								
Pur/Cap/Ass: Motor	-	-	-	-	-	-	-	-
Pur/Cap/Ass: Audio Equip	-	23 000	23 000	-	-	-	-	-
Pur/Cap/ass: Comp Hardware	-	138 000	20 000	-	-	-	-	-
Pur/Cap/Ass: Office Equip	-	-	-	-	-	-	-	-
Pur/Cap/Ass: Photographic	-	-	-	-	-	-	-	-
Pur/Cap/Ass: Office Furniture	-	725 000	1 450 000	-	-	-	-	-
Pur/Curr/Ass: Kitchen	-	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>884 000</b>	<b>1 493 000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

PROGRAMME 4: ICT ENTERPRISE DEVELOPMENT	SHAREHOLDER MANAGEMENT	SMMME							
STANDARD ITEMS									
Pur/Cap/Ass: Motor	-	-							
Pur/Cap/Ass: Audio Equip	-	-							
Pur/Cap/Ass: Comp Hardware	100 000	23 000							
Pur/Cap/Ass: Office Equip	-	-							
Pur/Cap/Ass: Photographic	-	-							
Pur/Cap/Ass: Office Furniture	-	145 000							
Pur/Curr/Ass: Kitchen	-	-							
<b>Total</b>	<b>100 000</b>	<b>168 000</b>							

PROGRAMME 5: ICT INFRASTRUCTURE DEVELOPMENT	RADIO AND SATELITE COMMUNICATION	E-GOVERNMENT ICT INFRASTRUCTURE	INFRASTRUCTURE DEVELOPMENT AND 2010	ICT SECURITY	IT INFRASTRUCTURE AND SERVICE MNGT	INFORMATION TECHNOLOGY AND KM	ISSA	
<b>STANDARD ITEMS</b>								
Pur/Cap/Ass: Motor	-	-	-	-	-	-	-	
Pur/Cap/Ass: Audio Equip	1 7 000	-	-	-	-	-	-	
Pur/Cap/Ass: Comp Hardware	184 000	-	290 000	-	-	-	-	
Pur/Cap/Ass: Office Equip	-	-	-	-	-	-	-	
Pur/Cap/Ass: Photographic	-	-	-	-	-	-	-	
Pur/Cap/Ass: Fix ind &mov air con	-	-	725 000	-	-	-	-	
Pur/Cap/Ass: Office Furniture	-	-	-	-	-	-	-	
Pur/Curr/Ass: sec equip/sys:fix	-	-	-	-	-	-	-	
Pur/Curr/Ass: Kitchen	-	-	-	-	-	-	-	
<b>Total</b>	<b>201 000</b>	<b>-</b>	<b>1 015 000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

PROGRAMME 6: PRESIDENTIAL NATIONAL COMMISSION	PNC: PLANNING AND FORESIGHT	PNC: COORDINA- TION AND INTERGRATION	PNC: EVALUATION AND IMPACT ASSESSMENT	PNC: E-APPLICATIONS	PNC: COMMU- NICATION AND STAKEHOLDER	PNC: ORGANISA- TIONAL EXCELLENCE	PNC: ISAD CLUSTER
<b>STANDARD ITEMS</b>							
Pur/Cap/Ass: Motor	-	-	-	-	-	-	-
Pur/Cap/Ass: Audio Equip	-	-	-	-	-	-	-
Pur/Cap/Ass: Comp Hardware	-	-	-	-	-	800 000	-
Pur/Cap/Ass: Office Equip	-	-	-	-	-	-	-
Pur/Cap/Ass: Photographic	-	-	-	-	-	-	-
Pur/Cap/Ass: Fix ind & mov air con	-	-	-	-	-	-	-
Pur/Cap/Ass: Office Furniture	-	-	-	-	-	-	-
Pur/Curr/Ass: sec equip/ sys:fix	-	-	-	-	-	-	-
Pur/Curr/Ass: telecommunications	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	<b>800 000</b>	-

<b>GRAND TOTAL:</b>	<b>12 861 000</b>						
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# PART 3

## DEPARTMENTAL FINANCIAL RESOURCE REQUIREMENTS

## 3.1 MULTI-YEAR PROJECTIONS

In order to deliver on the Strategic Plan of the Department of Communications, the resources requirements for the medium term, in accordance with Medium Term Expenditure Framework allocations, are as follows:

### PRESENTATION PER DEPARTMENTAL PROGRAMME

PROGRAMME	Medium Term Expenditure Estimate		
	2009/10 R'000	2010/11 R'000	2011/12 R'000
1. Governance and Administration	152 290	150 946	169 646
2. ICT International Affairs & Trade	45 624	48 710	51 417
3. ICT Policy Development	04 171	178 500	188 847
4. Finance and ICT Enterprise Development	1 392 652	1 585 689	1 564 726
5. ICT Infrastructure Development	548 085	244 585	111 105
6. Presidential National Commission	34 041	35 966	38 039
<b>TOTAL</b>	<b>2 266 863</b>	<b>2 264 396</b>	<b>2 122 780</b>

### PRESENTATION PER ECONOMIC CLASSIFICATION

ECONOMIC CLASSIFICATION	2009/10 R'000	2010/11 R'000	2011/12 R'000
1. Current Payments	148 197	155 331	163 292
2. Transfers and Subsidies	1 873 279	1 843 833	1 679 563
3. Payments for Capital Assets	9 447	10 319	10 939
<b>TOTAL</b>	<b>2 266 863</b>	<b>2 264 396</b>	<b>2 122 780</b>

## PRESENTATION PER ECONOMIC CLASSIFICATION

PROGRAMME / SUB-PROGRAMME	2009/10
	R'000
<b>Governance and Administration</b>	<b>152 290</b>
Minister	1 709
Deputy Minister	1 407
Management	41 598
Operations	101 301
Property Management	6 275
<b>ICT International Affairs &amp; Trade</b>	<b>45 624</b>
International Affairs	24 446
ICT Trade/Partnership	21 178
<b>ICT Policy Development</b>	<b>94 171</b>
ICT Policy Development	34 174
Economic Analysis, Market Modeling and Research	6 442
ICT Uptake and Usage	6 680
Intergovernmental Relations	9 092
SABC: Community Radio Stations	12 783
SABC: Programme Production	25 000
<b>Finance and ICT Enterprise Development</b>	<b>1 392 652</b>
Public Entity Enterprise	1 382 883
Small Medium and Micro Enterprise	9 769
<b>ICT Infrastructure Development</b>	<b>548 085</b>
Applications and Research	512 854
Meraka Institute	7 000
112 Emergency Call Centre	26 731
.za Domain Name Authority	1 500
<b>Presidential National Commission</b>	<b>34 041</b>
Planning and Foresight	13 043
e-Applications	4 439
ISAD Cluster	4 288
PNC Operations	12 271

## 3.2 EXPENDITURE TRENDS

Expenditure increased from R1 billion in 2005/06 to R2.3 billion in 2008/09, at an average annual rate of 1.1 per cent, driven by the transfer payments to the public entities. Transfers to public corporations increased from R529 million to R1.6 billion between 2005/06 and 2008/09, rising at an average annual rate of 44.7 per cent. This increase is driven by the additional allocation of R500 million to Sentech for the National Wireless Broadband Network in 2007/08 and an additional R600 million in 2008/09 for the last mile access network between 2010 FIFA World Cup stadiums and the Telkom National Network.

Compensation of employees increased from R88.4 million in 2005/06 to R127.9 million in 2008/09 due to the filling of vacant positions in the Department and the consolidation of the organisational structure to support the implementation of the Electronic Communications Act (2005) and the Information Society and Development Plan. Over the same period expenditure on goods and services increased from R179.9 million to R245.9 million at an average annual rate of 11 per cent, driven mainly by additional expenditure incurred in 2008/09 for consultants for the implementation of the Information Society and Development Plan; additional expenditure on goods and services to implement the Apex 3 priority project, which is aimed at increasing uptake and usage of ICTs by individuals and government; the development of an electronic document management system for the Department; and technical services for ICT development in small, medium and micro enterprises (SMMEs).

Abnormal expenditure of R38.3 million on lease payment in 2007/08 includes an amount R16 million refunded to the Department of Public Works for an incorrect allocation of property management funds to the Department of Communications.

Furthermore, funds amounting to R11 million were shifted from the Administration programme to the ICT International Affairs and Trade programme in 2008/09 to fund the hosting of the World Telecommunications Standardisation Assembly in October 2008.

Over the medium term, expenditure decreased from R2.3 billion in 2008/09 to R2.1 billion in 2011/12, at a negative average annual rate of 3.1 per cent, mostly driven by the changes in the composition of transfers and subsidies. As the implementation of ICT Infrastructure for the 2010 FIFA World Cup nears completion, allocation for this project are expected to

decrease to R450 million in 2009/10 and R150 million in 2010/11 in the ICT Infrastructure Development Programme. Nonetheless, over the MTEF period, transfers to departmental agencies in accounts increase from R377.2 million to R714.6 million comprising of the following:

- Additional allocations for R105 million (R10 million in 2009/10, R40 million in 2010/11, R55 million in 2011/12) to the Universal Service and Access Agency of South Africa,
- R400 million (R180 million in 2010/11 and R220 million in 2011/12) to the Universal Service and Access Fund for the subsidisation of set-top-boxes.

Additional amounts of R560 million for 2009/10, R290 million for 2010/11 and R165 million for 2011/12 have been allocated for policy priorities which are:

- R330 million over the 2009 MTEF to cover the costs associated with the envisaged increased operational expenditure during the dual illumination period of the Digital Broadcasting Migration process, spread as R100 million for 2009/10, R110 million for 2010/11 and R120 million for 2011/12,
- R30 million over the 2009 MTEF, comprised of R10 million for 2010/11 and R20 million for 2011/12 for strengthening the Independent Communications Authority of South Africa (ICASA's) monitoring capability by increasing the capital infrastructure, and
- R600 million earmarked at the completion of all outstanding ICT connectivity requirements in fulfillment of the ICT guarantees signed between the FIFA and South Africa, allocated as R450 million for 2009/10 and R150 million for 2010/11.

The Department received a revised letter of allocation with the following changes:

- The spending reduction of R44.4 million, spread as follows, R13.4 million for 2009/10, R14.9 million for 2010/11 and R16.1 million for 2011/12, which is composed of R4 million on compensation of employees (R976 000 for 2009/10, R1.477 million for 2010/11 and R1.56 million for 2011/12) and R40.4 million on goods and services (R12.418 million for 2009/10, R13.417 million for 2011/12 and R14.5 for 2011/12.

## 3.3 DEPARTMENTAL RECEIPTS

Total departmental receipts increased from R2.1 billion in 2005/06 to R3.2 billion in 2008/09. Most of the receipts under goods and services relate to administration fees collected by Independent Communications Authority of South Africa from the telecommunications operators and the South African Post Office licence fees which are paid directly in to the National Revenue Fund. Dividends from the shareholding interests in Telkom SA Ltd amounted to R2.2 billion, which represents the sum of ordinary and special dividends declared in 2007/08. Receipts are expected to stabilize over the MTEF period.

## 4. THE ICT REGULATOR, PUBLIC ENTITIES REPORTING TO THE MINISTER OF COMMUNICATIONS AND COMPANY IN WHICH GOVERNMENT HAS MAJOR SHARE-HOLDING

### South African Post Office

The South African Post Office Ltd (SAPO) was established in accordance with the Post Office Act (1958) as a government business enterprise to provide postal and related services to the South African public. SAPO was granted an exclusive mandate to conduct postal services to South Africa by the Postal Services Act (1998). The Act makes provision for the regulation of postal services and the operational functions of the company, including its universal service obligations.

In her budget vote speech last year, the late Minister declared that the Post Office would be the core ICT public access network and be used to achieve South Africa's universal service goals in the sector. In this regard, post offices will be built, using Expanded Public Works Principles, in several communities each year for the next ten years.

### South African Broadcasting Corporation

The South African Broadcasting Corporation (SABC) was established in terms of the Broadcasting Act (1936) as a government enterprise to provide radio and television broadcasting services to South Africa.

As provided for in the Broadcasting Amendment Act (2002), from October 2004 the SABC has been incorporated into a limited liability company with two operational divisions: public broadcasting services and commercial broadcasting services.

The SABC is South Africa's national public services broadcaster, operating 4 television channels and 17 radio stations. Its operations are based on the broadcasting charter, which guarantees independence and freedom of expression in creative, journalistic and programming terms. The charter also requires the SABC to encourage South African expression by providing a wide range of programming in all official languages.

### Sentech

Sentech Ltd was established in terms of the Sentech Act (1996) as a common carrier to provide broadcasting signal distribution for broadcasting licensees. In 2002, Sentech was licensed through the Telecommunications Amendment Act (2001) to provide international carrier-to-carrier voice services as well as multimedia services.

Last year in her budget vote speech the late Minister declared Sentech as a core provider of wireless broadband in South Africa. The Cabinet declared that Sentech is a strategic State-Owned asset.

### National Electronic Media Institute of South Africa

The National Electronic Media Institute of South Africa (NEMISA) was established as a non-profit organisation in terms of the Companies Act (1973). It provides much needed skills training at an advanced level for the broadcasting industry. It is accredited by the Council for Higher Education and offers diploma courses, short courses and internships in three subjects: TV production, radio production and creative multimedia. The emphasis is on equipping students to be market-ready in a wide range of broadcasting disciplines and to have the ability to work effectively in constantly changing conditions.

### Universal Service and Access Agency of South Africa

The Universal Service and Access Agency (USAASA) of South Africa was established in terms of section 58 of the Telecommunications Act (1996). The main role of the Agency is to promote universal service and access to communications technologies and services for all South Africans. It also facilitates and offers guidance in evaluating, monitoring and implementing schemes, which propose to improve universal access and service. In addition, it is involved

in setting up telecentres, which provide ICT services, especially in rural areas, on a cost recovery basis.

The agency is mandated by the Telecommunications Act (1996) to manage the Universal Service Funds. The Fund, with monies appropriated by Parliament, is used for infrastructure for the universal services area licensees as well as providing infrastructure for telecentres and school cyberlabs (computer laboratories with ICT equipment which enable access to the internet and provide multimedia services).

### **Independent Communications Authority of South Africa**

The Independent Communications Authority of South Africa (ICASA) Act, (2000) provided for the merger of the South African Telecommunications Regulatory Authority and the Independent Broadcasting Authority to form the Independent Communications Authority of South Africa (ICASA).

ICASA is responsible for regulating the telecommunications and broadcasting industries in the public interest, to ensure affordable services of a high quality for all South Africans. In addition to developing regulations ICASA issues licenses to telecommunications and broadcasting service providers, enforces compliance with rules and regulations, protects consumers from unfair business practices and poor quality services, hear and decide on disputes and complaints brought against licensees, and control and manage the frequency spectrum.

### **.za Domain Name Authority**

The .za Domain Name Authority (.zaDNA) was established for the purpose of assuming responsibility for the .za Domain Name Space. The .zaDNA was established in terms of Chapter 10 of the Electronic Communications and Transactions Act (ECT), 2002.

The DoC currently provides funding for the .zaDNA until the Authority is fully operational. Funding will then be sourced through a funding model developed in accordance with section 66(3) of the Electronic Communications Transaction (ECT) Act. The .zaDNA will also oversee the implementation

of the alternative dispute resolution mechanism.

The DoC is actively involved in the .zaDNA and will continue its participation until the Authority is fully operational and sustainable.



**the doc**

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