



Independent Communications Authority of South Africa

**Annual Performance Plan
2023/24**

March 2023

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ACRONYMS AND ABBREVIATIONS

Item	Description
5G	Fifth Generation Cellular Network Technology
AGA	Astronomy Geographic Advantage Act
BBBEE Act	Broad-Based Black Economic Empowerment Act
CAP	Consumer Advisory Panel
CCC	Complaints and Compliance Committee
ECA	Electronics Communications Act
EEA	Employment Equity Act
GDP	Gross Domestic Product
ICT	Information and Communications Technology
IMT	International Mobile Telecommunications
ITP-R	Invitation to Pre-Register
ITU	International Telecommunications Union
KCAAA	Karoo Central Astronomy Advantage Areas
MTN	Mobile Telecommunications Network
MUX 1	Multiplex 1
NATJOINTS	National Joint Operational and Intelligence Structure
NPMS	Network Performance Monitoring System
PAJA	Promotion of Administrative Justice Act
PFMA	Public Finance Management Act
PPPFA	Preferential Procurement Policy Framework Act
S192	Section 192 of the South African Constitution
SABPP HR	South African Board of People Practices Human Resources
SANDF	South African National Defence Force
SADC	South African Development Community
SAPO	South African Post Office
SAPS	South African Police Service
SKA	Square Kilometre Array
SLA	Service Level Agreement
SOC	State Owned Company
WOAN	Wireless Open Access Network
WRC	World Radiocommunication Conference

Accounting Authority Statement

The Independent Communications Authority of South Africa (ICASA) is a Chapter 9 institution, established pursuant to section 192 of the Constitution of the Republic of South Africa, 1996 (the Constitution) to support and promote democracy in South Africa and more specifically to ensure fairness and a diversity of views broadly representing the South African society. ICASA is enjoined in terms of the Independent Communications Authority of South Africa Act, 2000 (Act No. 13 of 2000) read with the underlying statutes to regulate electronic communications, broadcasting, and postal services sectors in the public interest.

ICASA developed its Strategic Plan 2020/21 – 2024/25, guided by the Government's Medium-Term Strategic Framework (MTSF). The MTSF outlines areas of priority regarding socio-economic service delivery to all South Africans and addressing challenges relating to poverty, inequality, and unemployment.

The ICASA 2023/24 Annual Performance Plan (the APP) is based on the ICASA Strategic Plan 2020/21 – 2024/25.

Furthermore, the APP is influenced by the National Development Plan (NDP) that outlines the desired socio-economic growth and development targets that the country needs to achieve by 2030.

Licensing of High Demand Spectrum

In the 2021/22 financial year, the Authority successfully concluded the much-anticipated IMT spectrum auction, which raised more than R14.4 billion, for the national fiscus. The new spectrum will, *inter alia*, increase spectrum capacity, lower communication costs, expand the network reach to rural and outlying areas, improve the network quality and enhance competition.

During the spectrum auction that concluded in March 2022, Lot 9 (800MHz) was not sold. On 17 August 2022, the Authority published the Information Memorandum which communicated ICASA's intention to initiate the second phase of the IMT licensing process – soliciting views from interested stakeholders regarding the IMT Radio Frequency Spectrum bands to be included in the second phase. The closing

date for submission of the written submission was 30 September 2022. The Authority will finalise the second phase of the licensing of the IMT Spectrum in the 2024/25 financial year.

The Authority is also mindful of the Government's plans relating to the proposed amendment of the Policy Direction on the licensing of the Wireless Open Access Network (WOAN) with the view to remove the requirement to licence the WOAN, which was published for public comments on 11 March 2022. The Authority further noted that the Minister of Communications and Digital Technologies subsequently published the proposed Next Generation Radio Frequency Spectrum Policy for Economic Development (Spectrum Policy) for public comments with the closing date of 20 October 2022.

5G

ICASA's State of the ICT Sector Report, 2022 reported that the population coverage for 5G increased to 7.5% in 2021, from a low base of 0.7% in 2020.

The Authority established the South African Fifth Generation Mobile Technology Forum ("the 5G Forum"), which is an independent advisory body comprising of representatives from the Authority and other stakeholders in the ICT Sector. The sector stakeholders will undertake research and render advice to the regulator on 5G, considering the role of 5G in the Fourth Industrial Revolution ("4IR") and the positive socio-economic impacts that 5G stands to facilitate.

The Authority will publish the recommendations on South African Strategy for IMT2020 and beyond, and Future Technologies in the 2023/24 financial year.

Supporting South Africa's National Elections

The Authority supported the South African municipal elections held on 1 November 2021 through the publication of the Municipal Elections Broadcasts and Political Advertisements Regulations, 2021 which, *inter alia*, allocated airtime to political parties and independent candidates to ensure fair coverage of the various political campaign during the election period. The Authority also monitored the extent to which the licensees were compliant with the Regulations, and non-compliant

licensees were brought before the Authority's Complaints and Compliance Committee.

In gearing up itself to ensure fair and equitable treatment of contesting political parties by broadcasting service licensees during the 2024 National and Provincial Elections, the Authority will update its regulations on the allocation of the National and Provincial Party Elections Broadcasts and Party Advertisements in the 2023/24 financial year. This will ensure that our citizens are well equipped and informed when deciding on which political parties to support.

Digital Migration

The Authority notes that a final analogue switch-off date is imminent and remains committed to working with all the relevant stakeholders to ensure the successful migration of the analogue signal to digital transmission.

The Authority further notes that the Department of Communications and Digital Technologies is at an advanced stage of the digital migration process, having migrated 5 provinces. The Authority views the completion of the digital migration process as a critical step to free up vital spectrum bands for the IMT deployment.

Community sound and tv broadcasting services licensing

Considering the significant role that community broadcasting continues to play in South Africa as a source of information, education, and entertainment, the Authority issued the Invitation To Pre-Register (ITP-R) for the licensing of new community radio station on 15 December 2021 which closed on 30 June 2022. The applications are being processed and ICASA will pronounce a decision before the end of the 2022/23 financial year.

The Authority further issued the ITP-R for the licensing of new Digital Community Television Broadcasting Services on 30 June 2022 and the closing date for the receipt of application was extended from 12 January 2023 to 30 January 2023.

The Authority conducted a workshop in Gauteng on 12 October 2022 to guide prospective applications on the requirements of the ITP-R, and to assist communities

to have a full understanding of the applicable requirements. Further, provincial outreach workshops took place from 8 to 17 November 2022.

The licensing process of new Digital Community Television Broadcasting Services will be concluded in the 2023/24 financial year.

Finally, the APP2023/24 considers the President's pronouncements during the 2023 State of the Nation Address.

Postal services

Given the importance of postal services in the country's economic and social development, ICASA continues to review the postal services regulations and align them with new developments to ensure that postal services regulation addresses and amended to serve the public's interest. To this end, in the 2022/23 financial year, the Authority published a discussion document on Conveyance of Mail Regulations, 2009. This process will culminate in the publication ICASA's Position Paper on the Conveyance of Mail in the 2023/24 financial year. This project seeks to review the regulations regarding the Conveyance of Mail, 2009 and to assess the effectiveness of the Regulations in dealing with current consumer issues.

International Engagements

The Authority's sphere of influence extends beyond the South African borders. In the international fora, the Authority must represent the South African national interests.

The World Radiocommunication Conference, 2023 (WRC-23), where key decisions affecting the future of spectrum management and deployment will be taken, is scheduled to take place from 20 November to 15 December 2023, in Dubai. ICASA continues to form part of the WRC-23 African preparatory work.

ICASA was truly honoured by the election of its staff member, Mr Mandla Mchunu, Manager: Radio Communications to the ITU Radio Regulations Board for the period 2019 -2022, the term he served with distinction.

The Authority's participation in international fora will continue to include multilateral engagements, regional cooperation and technical working committees, bilateral and peer relationships, benchmark visits and study tours. One of the key focus areas for

the international programme is to build bilateral relations by signing MoUs with our regulatory counterparts. Through these agreements we will be affirming ICASA's footprint and standing in the global ICT arena while ensuring we benchmark our work and regulations with our peers for best practice.

A handwritten signature in black ink, appearing to read 'Charley Lewis', with a long horizontal flourish extending to the right.

Dr Charley Lewis
Acting Chairperson

Accounting Officer Statement

The Authority's impact statement as outlined in its Strategic Plan for the period 2020/21 – 2024/25 which is *"Access for all South Africans to a variety of safe, affordable & reliable communication services for inclusive economic growth"* is guided by the Authority's mandate as outlined in the ICASA Act and the underlying statutes (i.e., to regulate broadcasting, electronic communications, and postal matters in the public interest).

The Authority's impact statement is further influenced by the NDP which outlines the South African Government's commitment to building a more inclusive society to eliminate poverty and reduce inequality by 2030 and states the following –

"By 2030, ICT will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous. A seamless information infrastructure will be universally available and accessible and will meet the needs of citizens, business and the public sector, providing access to the creation and consumption of a wide range of converged services required for effective economic and social participation..."

Informed by Government's priorities and related plans, the Authority's APP for the 2023/24 financial year outlines outputs the Authority plans to deliver during the 2023/24 financial year through its various programmes. The outputs must contribute towards the achievement of the medium-term outcomes and realisation of the long-term impact outlined in the Authority's Strategic Plan 2020/21 – 2024/25.

The following five (5) outcomes as enshrined in the Authority's Strategic Plan for the period 2020/21 – 2024/25, will continue to guide the work of the Authority in the 2023/2024 financial year:

- Increased access to quality broadband services,
- Enhancement of social cohesion,
- Protection of consumer rights,
- Promotion of competition in the ICT sector, and
- Maintenance of organisational service delivery.

In developing the APP for the 2023/24 financial year, the Authority considered the updated situational analysis it performed on both its internal and external environments. Resources allocated by Government will be used to deliver the key outputs across all programmes as outlined below.

Access to quality broadband services

- Eighty percent (80%) of the process to assign broadband spectrum will be completed,
- Development of the Radio Frequency Migration plan,
- Development of the IMT roadmap,
- Recommendations on South African Strategy for IMT2020 and beyond and Future Technologies produced,
- Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed.

Enhancement of state of social cohesion through inclusive diversity of views

- Hundred percent (100%) of the process on the licensing of digital community television broadcasting services on MUX 1 will be completed,
- Develop a discussion document on digital broadcasting regulations,
- Develop final regulations on National and Provincial Party Elections Broadcasters and Political Advertisements.

Protection of consumer rights

- Analysis of SAPO tariffs,
- Bi-annual tariff analysis,
- Development of regulation relating to the definition of advertising, Infomercials and Programme Sponsorship in Respect of Broadcasting services,
- Position Paper on the Conveyance of Mail,

- Monitoring for Quality of service,
- Resolution of consumer complaints,
- Consumer Advisories provided to ICASA by the Consumer Advisory Panel.

Promotion of competition in the ICT sector

- Development of regulations on Call Termination,
- Findings document on digital broadcasting regulations.

Maintenance of organisational service delivery

Maintenance of organisational service delivery points to those outputs that the Authority must deliver in support of its core business of ICASA. In this space, the key outputs that the Authority has planned to deliver during the 2023/24 financial year include the following:

- Clean audit,
- Facilitation of international engagements by all the Authority's employees working together with the Government,
- Continued implementation of the EDRMS whose aim is to take the Authority towards a more paperless environment,
- Ensuring the Authority's IT systems efficiency,
- Continued implementation of the Occupational Health and Safety plan,
- Mainstreaming of women, youth and persons with disabilities through targeted recruitment,
- Staff vacancy maintenance at 7%,
- Collection of license fees at 99%,
- Maintenance of the risk maturity at level 3.

The Authority operates in a very litigious environment. Therefore, potential litigation always remains the main risk that may impair the Authority from achieving its APP for the 2023/24 financial year. Cognisant, the Authority has a risk management strategy that is geared at ensuring that any litigations directed at it will be responded to as well as any other risks that may scupper achievement of the outputs it has planned for the planning year 2023/24.

Furthermore, upon achieving 91.5% level of performance in 2018/19FY, the Authority took a decision to maintain this level of performance on an annual basis over the MTSF period. Therefore, the Authority's target is to achieve a 91% level of organisational performance during the 2023/24 financial year.



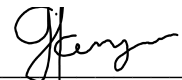
Tshiamo Maluleka-Disemelo
Chief Executive Officer

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Independent Communications Authority of South Africa after consultations with the Department of Communications and Digital Technologies.
- Considers all the relevant policies, legislation, and other mandates for which the Independent Communications Authority of South Africa is responsible.
- Accurately reflects the Outputs which the Independent Communications Authority of South Africa will endeavour to achieve over the period 2023/24 to 2024/25.

Julia Kenyane
Executive: Corporate Services



Nicolene Louw
Acting Executive: Human Resources



Ndivhuo Rabuli
Executive: Legal Risk & Complaints and
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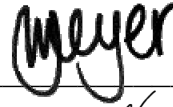
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Dr Charley Lewis
Acting Chairperson of the Independent Communications
Authority of South Africa



Part A: Our Mandate

1. Constitutional Mandate

The Independent Communications Authority of South Africa (the Authority) is a creature of statutes established through section 192 of the Constitution of the Republic of South Africa, Act No. 108 of 1996. Section 192 states that national legislation must establish an independent authority to regulate broadcasting in the public interest, and ensure fairness and diversity of views broadly representing South African society.

2. Legislative and Policy Mandates

The Authority's constitutional mandate is given effect by its legislative and policy mandates.

2.1. Legislative Mandates

The Independent Communications Authority of South Africa Act No. 13 of 2000, as amended (ICASA Act)

The ICASA Act establishes the Authority as an independent regulator and provides that it must, *amongst others*:

- a) perform its functions through Council as contemplated in section 5,
- b) be independent and subject only to the Constitution and the law,
- c) be impartial and perform its functions without fear or favour,
- d) act in a manner that is consistent with the obligations of the Republic under any applicable international agreement, according to section 231 of the Constitution; and
- e) conclude concurrent jurisdiction agreements with any regulator in respect of areas of regulatory overlaps.

The Broadcasting Act No. 4 of 1999 (the Broadcasting Act)

The Broadcasting Act clarifies the powers of the Minister and the Authority respectively and provides for the regulation of the broadcasting services sector in the public interest.

The Electronic Communications Act, 2005 (Act No. 36 of 2005), as amended (“the ECA”)

The ECA provides the legal framework for convergence of the telecommunications, broadcasting, and information technology services. More importantly, it also sets out the Authority’s detailed powers for regulation of the electronic communications and broadcasting sectors.

The ECA enjoins the Authority to exercise concurrent regulatory oversight/jurisdiction with the Competition Commission on competition matters in terms of Chapter 10 of the ECA read with 4B(8)(b) of the ICASA Act.

The Postal Services Act, 1998 (Act No. 124 of 1998)

The Postal Services Act requires the Authority to issue licenses to operators in and monitor, the postal services sector. It further requires the Authority to enforce conditions applicable to the South African Post Office (SAPO) in relation to minimum service standards and the fulfilment of universal service obligations, including the roll-out of street addresses and the provision of retail postal services in underserved areas.

The Promotion of Administration Justice Act, 2000 (Act No. 3 of 2000) (“PAJA”)

PAJA gives effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action, as contemplated in section 33 of the Constitution. As an constitutional body exercising public power and performing public function, the Authority is subject to PAJA.

Electronic Communications and Transactions Act, 2002 (Act No.25 of 2002) (“the ECTA”)

The Electronic Communications and Transactions Act provides for the facilitation and regulation of electronic communications and transactions. It provides for the development of a national e-strategy for the Republic, the promotion of universal access to electronic communications and transactions, and the use of electronic

transactions by SMMEs. The legislation further provides for human resource development in electronic transactions sector, aims to prevent the abuse of information systems, and encourages the use of e-government services.

The Authority is enjoined in terms of section 4(3)(o) of the ICASA Act, to make recommendations to the Minister on matters dealt with or to be dealt with under the ECTA.

Astronomy Geographic Advantage Act, 2007 (Act No.21 of 2007) ("AGA")

Sections 22 and 23 of the AGA apply to the Authority. The Act requires that the Authority protects the Square Kilometre Array (SKA) radio telescope and associated radio telescopes from harmful radio frequency interference.

2.2. Policy Mandates

The Authority finds strategic fit within the government's developmental policy agenda through the developmental contribution that it is expected to make to the national economy as envisaged in the following priorities, plans, medium-term and long-term policies of government:

2.2.1. The National Development Plan 2030

The Authority aligns to the national development vision through Chapter 4 of the National Development Plan 2030 which outlines the following national activities:

- Implementation of an enabling, coordinated and integrated e-strategy,
- An ICT sector that enables economic activity,
- Affordable, widely available broadband for economic and social development,
- Demand stimulation and job development,
- The State, market structure and institutional arrangements,
- Institutional capacity building and competencies.

2.2.2. The National Infrastructure Plan 2050

The Authority aligns to the national infrastructure development vision through Chapter 2 of The National Infrastructure Plan 2050 in its entirety and through the following vision pronouncements specifically:

- High-speed broadband is universally accessible
 - High-speed broadband will be available in underserved areas and will be affordable and accessible to low-income communities.
 - Investment in last-mile connectivity, mainly through a complementary mix of wireless broadband technologies, targeting rural and underserved populations, will take place.
 - Lessons from South Africa Connect and universal-access initiatives will be reviewed to improve delivery and impact in future.
- Regulation enables competitive and universally accessible broadband
 - ICASA's regulatory capability will be benchmarked as the best globally.
 - The appointment of ICASA regulators will be transparent, with clear criteria.
 - ICASA will be held accountable for the quality of regulation with respect to spectrum, pricing, infrastructure sharing and similar.
 - There will be a robust model for wholesale data services that is effectively regulated.

2.2.3. The Revised 2019 – 2024 Medium Term Strategic Framework

The Revised 2019-2024 Medium Term Strategic Framework outlines seven apex priorities which all government entities must contribute to:

Priority 1: A capable, ethical and developmental state

Priority 2: Economic transformation and job creation

Priority 3: Education, skills and health

Priority 4: Consolidating the social wage through reliable and quality basic services

Priority 5: Spatial integration, human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world

The Authority's work over the Medium Term Strategic Framework period will be aligned to Priority 2: Economic transformation and job creation and contribute to improvement of competitiveness through ICT adoption, research and innovation as part of two key outlined government interventions:

- Spectrum licensing, broadband rollout and reducing the cost of communications, and
- Implementation Plan to facilitate the implementation of the recommendations for Presidential Commission on 4IR.

The Authority's work over the Medium Term Strategic Framework period will also be aligned to Priority 3: Education Skills and Health and contribute to basic education infrastructure outcome on school physical infrastructure and environment that inspires learners to learn and teachers to teach within the connection of all schools working with DCDT using different forms of connectivity.

2.2.4. Gender Responsive Planning, Budgeting, Monitoring, Evaluation & Auditing Framework and Country Gender Indicator Framework

All government entities must make contribution towards the cross-cutting focus area on women, youth and persons with disabilities which must be mainstreamed into all elements of South Africa's developmental future and all programmes of government. In this connection, the Authority aligns with the Gender Responsive Planning, Budgeting, Monitoring, Evaluation & Auditing Framework and Country Gender Indicator Framework. Specifically, the Authority aligns itself with the Medium Strategic Framework preferential procurement target of 40% procurement through women-owned companies as approved by cabinet. It will contribute to the target through procurement that gives women, youth, and people with disabilities priority.

2.2.5. The District Development Model

The DDM model contributes to the achievement of the Seven Apex Priorities and gives a clear line of sight, from national to provincial to district levels. In his presentation of the Presidency Budget Vote to the National Assembly on 17 July 2019, the President identified the "pattern of operating in silos" in government as a challenge which led to lack of coherence in planning, implementation and monitoring and oversight of government's programme. The consequence of this challenge is non-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality, and unemployment.

Therefore, the District Development Model aims to address service delivery and economic development challenges through the synchronization of planning across all spheres of government, working alongside social partners such as business and the communities.

On 17 September 2019, the President officially launched the first pilot site of the district-based coordination model dubbed “Khawuleza” at a Presidential Imbizo in OR Tambo District Municipality in the Eastern Cape Province.

In line with the District Development Model service delivery approach, the Authority will – to the extent possible – align the execution of its mandate through implementation of development interventions across the various districts in accordance with the prioritization as proclaimed in terms of the district-based coordination model. Some of the details of the projects which will be implemented with specific focus and alignment with the District-Based Coordination Development Model are listed in Annexure D.

2.2.6. State of the Nation Address

The Authority also considers commitments that government makes to the nation through the State of the Nation Address (SONA) to ensure alignment of its medium-term plans.

During the SONA 2023, the President made several commitments to the nation regarding the ICT sector. Migration of the remaining households to digital television signal and completion of the switch-off of analogue transmission. The migration will release valuable spectrum for the rollout of 5G mobile networks and will reduce the cost of data. The actions will bring the country closer to the country’s vision of affordable, high-speed internet access for all. The Authority takes note of the Presidential pronouncements and aligns its planning accordingly.

The President also declared the national state of disaster based on the energy crisis in the country and its negative impact. The Authority will look at the implication of the declaration of the national state of disaster and seek to support government’s

effort to address the energy crisis through appropriate regulatory interventions. The Authority will look particularly at the energy crisis's implication on the ICT sector and come up with necessary mitigation measures.

2.2.7. Alignment to Operation Vulindlela

Operation Vulindlela was established in October 2020 as a joint initiative of the Presidency and National Treasury to accelerate the implementation of structural reforms.

On 14th December 2022, the Presidency and National Treasury released a progress report since establishment of Operation Vulindlela and noted the successful issuing of the high demand spectrum under structural reform 2.1 and the publication of a new Critical Skills List for the first time since 2014, with new occupations in IT and other sectors with a need for skills.

On structural reform 2.3.b on issuing of regulations under rapid deployment policy, the Minister of Communications and Digital Technologies is still yet to issue a policy direction. Therefore, the Authority will consider the rapid deployment policy and policy direction once issued by the Minister of Communications and Digital Technologies.

2.2.8. Reconstruction and Recovery Plan

According to the South African Economic Reconstruction and Recovery Plan, communications and the digital economy cut across all economic activity:

"They contribute to lowering businesses costs, enable better government service provision, increase productivity, encourage innovation, reduce unemployment, and provide the poor with access to productive opportunities. Given the potential that communications and the digital economy have on the goal of unlocking inclusive growth, they will be among the key enablers of South Africa's economic reconstruction and recovery".

The Authority aligns to the Plan through the contribution that it is expected to make as an ICT sector regulator that licences spectrum and the role it can play towards the national effort of expediting digital migration.

2.2.9. Just Transition Framework

One of the functions that form part of the Authority's sustained agenda is to ensure that devices that are used by consumers are type approved. Any devices that are found in the market that are not type approved are confiscated and disposed of. The disposal of such devices must be in a manner that does not pollute the natural environment. Therefore, the Authority aligns with the Just Transition Framework through ensuring that only type approved devices are used by consumers and those that are not, are disposed of in a manner that does not pollute the environment.

2.2.10. 2019-2024 Medium Term Strategic Framework Review Reports

The DPME Revised Framework for Strategic Plans and Annual Performance Plans December 2019 engenders all government institutions to do mid-term reviews of their strategic plans two and a half-year in their implementation and submit mid-term review reports to DPME by the end of November. The findings of the mid-term reviews may lead to a review of government institutions' strategic plans. The Authority aligns with the mid-term strategic framework review reports by incorporating findings into its planning process. This APP has been informed by the findings of the Authority Strategic Plan 2020/21 – 2024/25 midterm progress report which the Authority produced in line with the DPME Revised Framework for Strategic Plans and Annual Performance Plans December 2019 requirements.

2.2.11. Government Priorities from Cabinet Lekgotla

The Authority also pays attention to decisions that Cabinet makes from time to time so that it can make relevant adjustments to its effort of implementing its medium and long-term plans. The Authority also takes into account commitments outlined in terms of the performance agreement entered between the President and the Minister of Communications and Digital Technologies for the medium-term period.

2.2.12. South Africa Connect - South Africa's Broadband Policy

South Africa Connect, South Africa's Broadband Policy, was published in 2013 (Government Gazette 37119). South Africa Connect - Broadband Policy, promulgated

in 2013¹ gives expression to the NDP. This Policy sets specific targets for the country to achieve the vision of a dynamic, connected, and vibrant information society.

The Authority is committed to the policy and will continue to contribute to achievement of its objectives as per their relevance to its target sector in the Phase 2 of its implementation.

2.2.13. Broadcasting Digital Migration Policy

South Africa's TV Broadcasting Digital Migration Policy (BDM Policy) was originally published in 2008 (Government Gazette 31408). The policy was amended in 2012 (Government Gazettes 35014 and 35501) and 2015 (Government Gazette 38583).

The Authority has been and still is contributing to this policy through its mandate for frequency planning. To this end, the Authority has developed BDM Regulations, broadcasting frequency plans for a regime when migration will be completed (and analogue TV switched off) as well as implemented measures for interim regime during which dual illumination will take place. These measures include the establishment of the Joint Spectrum Advisory Group (JSAG) and Digital Terrestrial Content Advisory Group (DTCAG) to advise the Authority spectrum and content related matters pertaining to migration respectively.

Furthermore, the Authority has been involved in the development of the technical standards required to facilitate a seamless migration process².

2.2.14. National Integrated ICT White Paper

The National Integrated ICT White Paper ("the ICT White Paper") was published in Government Gazette No. 40325 Notice 1212 of 16 October 2016. The ICT White Paper was promulgated in terms of section 85 of the Constitution, read with section 3 of the ECA.

¹ South Africa Connect: Creating Opportunities Ensuring Inclusion (20 November 2013) Government Gazette No. 37119 Notice No. 953 dated 6 December 2013

² The Authority recently updated the Official List of Regulated Standards for Technical Equipment and Electronic Communications Facilities (Government Gazette No. 43132, Notice 357 dated 24 March 2020)

The ICT White Paper contains far reaching policy proposals and positions that seek to change the landscape and future trajectory of the ICT sector. In this regard, the ICT White Paper is a combination of both specific policy directions directed at the Authority for execution in respect of identified matters requiring regulatory intervention as well as expressions of national government policy in respect of evolution of the sector going forward. As stated above, the Authority is duty bound – in terms of section 3(4) of the ECA - to consider policies made and policy directions issued by the Minister in exercising its powers and performing its duties.

2.2.15. Policy on High Demand Spectrum and Policy Direction on the Licensing of a Wireless Open Access Network, 2019

The Authority aligns with policy directions that government issues through the Minister of Communications and Digital Technologies from time to time. The Authority successfully completed the auctioning and issuing of the High Demand Spectrum during 2021/22FY, having considered the policy directions. As a result, more than R14 billion was raised for the national fiscus. However, not all the High Demand Spectrum was auctioned off and issued on all available lots. Therefore, the Authority continues to be aligned with the policy direction with the aim to issue the remaining High Demand Spectrum lot.

3. Pending legislative and policy amendments

To give effect to the ICT White Paper, several legislative amendments and strategies are contemplated for implementation in the 2020/21 to 2024/25 strategic planning period. The contemplated legislative amendments – if promulgated and or adopted during the strategic planning period – will have an impact on the Authority and or its mandate. The contemplated legislative amendments include the following:

- Electronic Communications Amendment Bill
- The Postal Services Amendment Bill
- The Digital Development Fund Bill

The Authority has also noted the publication by the Minister: DCDT of both long and short versions of the Report of the Presidential Commission on the 4th Industrial

Revolution (“PC4IR Report”) for general information³. The publication of PC4IR Report was preceded by the release of a report commissioned by the National Planning Commission titled ‘Digital futures: South Africa’s readiness for the Fourth Industrial Revolution’, dated August 2020⁴ (“the NPC Digital Futures Report”).

Furthermore, the DCDT initiated a holistic review of the audio and content services policy framework with the publication of Draft White Paper on Audio and Visual Content Services Policy Framework: A new Vision for South Africa 2020⁵, for stakeholder comment.

In respect of the WOAN, the Department of Communications and Digital Technologies (DCDT) published the draft amendment Policy on 11 March 2022 for public comment to remove the requirements to licence the WOAN. This is yet to be finalised.

On 08 September 2022, the Minister issued the Next Generation Radio Frequency Spectrum Policy for Economic Development (Spectrum Policy) in the schedule in terms of sections 3(1) read with section 3(5) of the Electronic Communications Act, (ECA), (Act No. 36 of 2005) for public comments with the closing date to the proposed spectrum policy as 20 October 2022.

4. Updates to Institutional Policies and Strategies over the five-year period

The Authority will focus on the implementation of the following policies, initiatives and strategies in the medium-term:

- Implementation of the 2019 Policy Direction to ensure release of the remaining High Demand Spectrum lot;
- Continue engagement on the review of the Authority’s funding model with key stakeholders (particularly the National Treasury and the Department

³ Government Gazette No. 43834 Notice 591 of 23 October 2020.

⁴https://www.nationalplanningcommission.org.za/assets/Documents/Digital%20Futures_South%20Africa's%20Digital%20Readiness%20for%20the%20Fourth%20Industrial%20Revolution_%20August%202020.pdf

⁵ Government Gazette No. 43797 Notice 1081 of 09 October 2020.

Communications and Digital Technologies) to ensure that the Authority is well-resourced and in good stead to deliver fully on its mandate;

- Continuous implementation of a comprehensive programme to reduce cost to communicate;
- Issuing of recommendations on 5G fora to ensure that the country is not left behind the communication technology advancement and innovation. This will need a thorough understanding of the 5G ecosystem;
- A program to deploy a multi-modular compliance monitoring system for monitoring of quality of service across all electronic communications service network licensees, the international gateway and type approval of devices;
- Maintenance of the current level of organisational performance and seek to improve it through various organisational support initiatives to the core business of the organisation including but not limited to strict adherence to supply chain processes and procedures that will eliminate unauthorised, irregular, fruitless and wasteful expenditure, payment of suppliers within 30 days, deliberate procurement of goods and services from Historically Disadvantaged Individuals, particularly women, youth and people with disabilities;
- The Authority will also reduce the number of vacancies and ensure that it has all the necessary skills which it requires to fulfil its mandate.

5. Updates on Relevant Court Rulings

One of the key strategic risks faced by the Authority in executing its mandate is litigation. As an administrative body, the Authority is subject to PAJA and its decisions constitute administrative action as defined in terms PAJA. As such, its decisions and processes are subject to judicial review and legal challenge by any affected parties and or stakeholders. The reviews and legal challenges have a bearing on the Authority's ability to execute its mandate and enforce / implement its decisions.

Telkom filed a review application interdicting and prohibiting the Authority from proceeding with any further steps outlined in the Invitation to Apply for licensing

process for international mobile telecommunications ("IMT"), in respect of the provision of mobile broadband wireless access services for urban and rural areas using the complimentary bands IMT700, IMT800, IMT2600, and IMT350 spectrum frequency ("2021 Auction ITA"), including but not limited to the opening, adjudicating or any other assessment of any applications received in response to the 2021 Auction ITA. Further, interdicting the Authority from proceeding with the auctioning of IMT spectrum on 8 March 2022 or any amended date for such auction, as contemplated in the 2021 Auction ITA. Telkom subsequently withdrew Part A of the application which was urgent interim order. The withdrawal of Part A meant that the Authority could proceed with the Auction process. The matter was ultimately settled between the Authority and Telkom on the basis that Telkom will withdraw the application and ICASA will commence with the process to Auction the lot that remained unauctioned during the 2021 ITA Auction Process.

On 17 October 2021 the Authority received a review application whereby e.tv sought a declaratory order from the court, that, prior to the determination of the switch off date and the date of completion of digital migration, the Minister is required to consult with affected parties regarding the analogue switch off date and completion of digital migration date; that digital migration process may not be proclaimed by the Minister until the Minister has complied with constitutional obligations and public promises to provide South Africans with alternative means to access e.tv and other free to air broadcasts. ICASA was cited as the Second Respondent. The High Court Ruled in favour of the Minister and ICASA, however postponed the cut-off date to 30 June 2022. E-tv has lodged an application for leave to appeal with the Constitutional Court. The Constitutional Court deliberated on the matter and upheld the appeal by e-tv. The Impact on the Authority is that the assignment of the Sub 1 GHz spectrum, a portion of which is still utilised by the terrestrial television broadcasters in analogue broadcasting will be delayed. To release the entire Sub 1 GHz spectrum for assignment to mobile network operators, the analogue switch-off must take place. It is however, comforting that the Constitutional Court Judges did acknowledge the impact that the delay will have on ICASA and the industry. The following is quoted from the judgment:

"Moreover, the concerns raised by Vodacom, Sentech and ICASA largely strike at the urgent need for the Minister to take action to reconcile the analogue switch-off planning and STB process with the demands of rationality. Thus, in granting relief, this Court does not purport to delay the process; it merely leaves the ball in the Minister's court". There was no cost order issued against ICASA on the e-tv matter.

Part B: Our Strategic Focus

6. Vision

An inclusive digital economy.

7. Mission

To regulate electronic communications, broadcasting, and postal services in the public interest.

8. Values

All the Authority's regulatory activities are centred around five core values: innovation, collaboration, accountability, and being results-driven and stakeholder-centric.

Innovation

- We have the willingness and ability to generate viable, new approaches and solutions,
- We find different and better ways of applying best solutions to meet stakeholder needs.

Collaboration

- We eradicate silos by developing a conscious mind-set that aligns our work with organisational vision and strategy,
- We create synergies internally to fast-track organisational performance.

Accountability

- We execute our daily work in a proactive manner.
- We take full responsibility for the work that we do in collaboration with others.

Results-Driven

- We achieve high-quality results that are consistent with organisational standards,

- We do goal-specific performance assessments and identify areas of improvement.

Stakeholder-Centric

- We carry out our duties with the stakeholder in mind. Stakeholders are central to what we do, and we welcome their feedback for a consistent and effective partnership.

9. Situational Analysis

9.1. External Environment Analysis

In addition to the legislative and policy mandate, the Authority must consider the context of its performance environment. In this regard, it is critical that the Authority considers the impact of global, regional and national trends in executing its mandate together with the political, economic, social, technological, legal and environmental factors within the performance environment.

The performance environment in the context of the ICT sector and the Authority's role as a regulator is aptly summarised by the World Bank Digital Economy Diagnostic Report for South Africa⁶ which states:

"There is a growing economic and social urgency for South Africa to develop its digital economy. Over the past decade, the economy has not been growing fast enough to create jobs. The unemployment rate is 27%, inequality has increased, and half the population lives in poverty. The dualism that stems from the legacy of demographic and spatial exclusion in South Africa is reflected in the digital economy landscape, and a large share of South Africans remains disconnected from the opportunities it has created. Whereas the Government of South Africa has been consistent in trying to leverage ICT for socio-economic development since the 1990's, policy choices have not always been optimal, or there has been difficulty to implement outlined reforms and programs as demonstrated under many of the foundational pillars. The policy and regulatory uncertainty have undermined and slowed down private investment. Advances in digital technology present an opportunity for South Africa to reverse declines in competitiveness and service delivery, and push towards dynamic and inclusive growing economy in line with the goals of the National Development Plan."

The ICT sector – and the associated rapid technological evolution – is a vector of social development and transformation of the economy. It is through effective leveraging of ICTs that solutions to the most pressing national challenges in our

⁶World Bank Group. 2019. South Africa Digital Economy Diagnostic *World Bank, Washington, DC. © World Bank.*

country can be found. The ubiquity of broadband internet, the democratization of technologies, and the accelerating pace of innovation has so far not reached all parts of the country. The majority of those who stand to gain the most from it are not yet connected. In order to better leverage ICTs for development, a higher level of preparedness and better infrastructure and access are needed. In this context, government leadership and vision are critical. In this context, it is observed that digital divides exist within countries. Even in the most advanced economies, only certain segments of the population are benefitting from ICTs. Many are left behind because of their age, limited digital literacy, lack of access, or remoteness.

In September 2020, the Minister of Communications and Digital Technologies published the National Digital and Future Skills Strategy,⁷ which envisages a society of digitally skilled South Africans. The Strategy recognises digital skills as one of the key skills sets required for the creation of new kinds of 21st century jobs. Furthermore, originality, agibility, critical thinking and problem-solving are recognised as important 21st century skills that must be interwoven with digital skills.

It is widely recognised that going forward; digital infrastructure is critical to ensuring digital transformation and enabling the leveraging of the fourth industrial revolution. Digital infrastructure is the unseen enabler of modern digital life and business - scalable and reliable connectivity is important in providing enough infrastructure to facilitate more demanding real-time IT requirements. A failure to recognise the importance of putting optimal digital infrastructure in place, would inevitably limit South Africa's agility, result in lost opportunities and potentially lead to spending more than necessary on infrastructure as we try to optimise our connectivity, internet usage and cyber security much later on. Ensuring the right levels of connectivity is all about connecting organisations to their most critical applications and data more swiftly and efficiently whilst providing a platform for growth, development and innovation.

The provision of digital infrastructure cuts across the whole ICT sector. In this regard, it is recognised that South Africa's delays in completing the digital migration process

⁷ Government Gazette No. 43730 dated 23 September 2020.

has had an adverse impact on innovation and content development in the creative media and broadcasting sector. At the same time and despite the delays, digital television sets are already available in the market, a phenomenon that will help speed up DTT migration and proliferation of digital television choice as the Authority licenses the various multiplexes going forward.

The INTERNET also contributes a lot to digital broadcasting with proliferation of DTT in the broadcasting environment. The broadband network pipes are being used as part of digital broadcast infrastructures like IPTV. The advent of Industry 4.0 (4IR) has taken the concept of “convergence” to another level by adding the biological dimension to fusion of technologies.

According to the 2020 Stats SA’s general household survey (GHS) report, the proportion of households who have access to the Internet anywhere was at 71% nationally. The Authority reported that the national population coverage for 3G increased from 99.8% in 2020 to 99.9% in 2021. National population coverage for 4G/LTE increased from 96.4% in 2020 to 97.7% in 2021. 5G population coverage increased from 0.7% in 2020 to 7.5% in 2021.

More importantly the 2020 Reconstruction and Recovery Plan for the South African Economy has identified the ICT in general, and communications and digital economy, as key enablers for South Africa’s economic reconstruction and recovery plan “It is geared towards ensuring that beyond just returning the economy to its pre-COVID19 levels, it adds more GDP growth and job”.

In illustrating the significance of connectivity in the context of covid19 pandemic, the National Planning Commission (“NPC”) Digital Futures Report⁸ highlights the following:

“The pandemic has brought digital inequality into stark relief, highlighting the urgency with which digital inequality needs to be addressed in order to prepare the country for the next inevitable disaster or pandemic. Only a relatively small elite within the formal economy has been able to manage Covid-19-related public health lockdowns by moving their work, schooling, food sourcing and business relief

⁸ Digital Futures: South Africa’s Digital Readiness for the ‘Fourth Industrial Revolution’, 2020.)

applications online. Although half of the country do own smartphones and have access to the Internet, for many this is intermittent and at low capacity. For the significant numbers of South Africans concentrated in rural areas, townships and informal settlements without access to online services, the lockdowns have resulted in the rupture of informal value chains, disruption of schooling and access to feeding schemes, inability to receive social security pay-outs or to apply for Covid-19 relief. This has resulted in a major food security crisis. The potential destruction of these survivalist economies demonstrates that the informal economy is unable to serve as the usual buffer to economic shocks for many families and communities.”

Access to affordable data is becoming essential for every citizen. The high cost of data remains a growing concern. ICASA conducted an inquiry into mobile broadband services market and made certain regulatory proposals to addresses ineffective competition in the identified markets.^[4] In December 2019, the Competition Commission concluded an inquiry into data services market and made certain short-term regulatory interventions (i.e. immediate relief on data pricing) as well as medium to long term legislative and regulatory proposals to promote competition.

Women, youth and people with disabilities have been given priority by government in the country due to the discrimination they continue to face due to a myriad of reasons. Establishment of the Department of Women Youth and Persons with Disabilities was heralded as a bold step by the South African government towards addressing the scourge of discrimination against them. While much progress has been made in different spheres of society to deal with the scourge, much work still remains to be done to deal with it in its entirety.

The ICT sector is another part of the South African economy where discrimination of women, youth and persons with disabilities is still rive. There is still room to mainstream women and give opportunities to the youth. Communication manufacturers still have not mainstreamed production of communication devices that accommodate people with disabilities.

Considering the overview of the situational external environment, several key threats and opportunities have been identified by the Authority in relation to the current

^[4] Published in Government Gazette No. 44337 dated 26 March 2021.

planning period. These key threats and opportunities are presented in a PESTLE analysis in Table 1 below.

Table 1: PESTLE Analysis

Opportunities	Threats
Political	
<ul style="list-style-type: none"> ▪ ITU / WRC-19 outcomes on spectrum allocation(Implementation) ▪ WRC -23 outcomes 	<ul style="list-style-type: none"> ▪ Industry driven by technology trends: failure of regulation to keep up with rapid technological trends ▪ Lack of policy certainty (and policy inconsistency) on key regulatory matters
<ul style="list-style-type: none"> ▪ A sustainable self funding model for the organisation ▪ Structural reform, to revive Operating model of Council committee within ICASA 	<ul style="list-style-type: none"> ▪ Lack of an enabling funding model to deliver on the Authoity's mandate
<ul style="list-style-type: none"> ▪ Governemnt's decision on review of 2019 Policy Direction on High Demand Spectrum 	<ul style="list-style-type: none"> ▪ Coordinated collaboration with policymaker ▪ Uncertainty in institutional arrangements for the sector.
<ul style="list-style-type: none"> ▪ 4IR Vision for RSA 	<ul style="list-style-type: none"> ▪ Suitable skills for the adoption of 4IR
<ul style="list-style-type: none"> ▪ Policy Direction on the Introduction on Digital Sound Broadcasting in South Africa ▪ Regulations to protect the consumer 	<ul style="list-style-type: none"> ▪ Low level of digital Sound broadcasting uptake.
Economic	
<ul style="list-style-type: none"> ▪ Strategic regulatory interventions to promote economic growth through ICTs ▪ Regulatory framework that reduces regulatory burden and facilitate ease of entry and sustainability of SMMEs in ICT Sector 	<ul style="list-style-type: none"> ▪ Low levels of GDP growth may curtail investment in ICT infrastructure ▪ Poor financial performance of ICT Sector & COVID-19 pandemic – potential instability of the sector due to some key players facing financial ruin ▪ Sluggish economy- operators may not be able to invest (load shedding/energy crises)
<ul style="list-style-type: none"> ▪ Consolidation in the ICT sector 	<ul style="list-style-type: none"> ▪ Ineffective competition and anti-competitive effects ▪ Difficulty of entering the sector (application fees, licencing fees, obligations, administrative burden)
<ul style="list-style-type: none"> ▪ Release of spectrum will increase fiscus of the country. 	<ul style="list-style-type: none"> ▪ High prices / low affordability levels of data services
<ul style="list-style-type: none"> ▪ The need for stringent licensing measures to ensure fairness and improved compliance 	<ul style="list-style-type: none"> ▪ Potential revenue loss for the fiscus due to unregulated services (OTT services) ▪ Covid-19 Pandemic is threatening the economy of South Africa. ▪ COVID-19 has had an impact on the

	earning power of some licensees predominantly broadcasters that make a large chunk of their revenue from advertising.
Social	
<ul style="list-style-type: none"> Digital migration presents opportunities to improve social cohesion and create opportunities for socio-economic growth 	<ul style="list-style-type: none"> High rate of unemployment Increase in levels of Unemployment as a result of the COVID-19 Pandemic Technology having a displacement effect on labour / jobs Lack of digital skills to meet the requirements of the 4IR. Lack of quality access especially in rural / outlying areas
<ul style="list-style-type: none"> Release of high-demand spectrum presents opportunity to advance universal access/ service (through obligations) 	<ul style="list-style-type: none"> Advancement in ICT infrastructure deployment undermined by acts of criminality and sabotage (theft of ICT infrastructure), and COVID-19 pandemic
<ul style="list-style-type: none"> Increased social activism: <ul style="list-style-type: none"> - Build a positive reputation / image for ICASA - Increased stakeholder participation in all regulatory processes - Greater sensitivity of the Regulator to ICT sector developments 	<ul style="list-style-type: none"> Increased social activism: <ul style="list-style-type: none"> Promotion of narrow interests and political agendas at expense of the broader public interest Covid-19 pandemic is causing an increase in unemployment. Vandalism due to unrest in the country.
Technological	
<ul style="list-style-type: none"> 5G deployment could enable South Africa to leapfrog technological trends (South Africa 'can be' amongst the first to launch commercial 5G services) 	<ul style="list-style-type: none"> Increased need for the deployment of new technologies to deal with the new working and living needs of the population as a result of the COVID-19 pandemic and resultant restrictions Increased need to facilitate participation by persons with disabilities in the ICT space
<ul style="list-style-type: none"> 4IR advancement: AI, Robotics, Nanotechnology, IoTs, etc. Regulations that keep abreast with technological development 	<ul style="list-style-type: none"> New technological advances bring about regulatory challenges Legislative / regulatory framework lacks agility to keep abreast of rapid technological change Cybersecurity concerns Lack of relevant skills for the execution of 4IR
<ul style="list-style-type: none"> Enabling innovative technologies to promote broadband deployment (dynamic spectrum access) Spectrum allocation and increases online service offering, such e-learning, e-medical services and working home platforms. 	<ul style="list-style-type: none"> Disruption of traditional models for spectrum management and assignment No quality access due to lack of interest on investment by operators- Lack of tools by ICASA to monitor quality of service
Legal	

<ul style="list-style-type: none"> ▪ An institutional and legislative framework that supports regulatory independence 	<ul style="list-style-type: none"> ▪ A sub-optimal funding model could undermine independence
<ul style="list-style-type: none"> ▪ Clearly defined mandate with broad powers to regulate the sector ▪ The ECA Amendment Bill, may come as a opportunity to address competition and the Regulator of the future 	<ul style="list-style-type: none"> ▪ Inherent threat of litigation to all regulatory processes and administrative decisions ▪ Multiple policy and legislative review processes may create uncertainty ▪ Imbalance in the regulatory framework
<ul style="list-style-type: none"> ▪ Partnerships and collaborations with other agencies enhance the ability of ICASA to deliver across all disciplines of its mandate 	<ul style="list-style-type: none"> ▪ Poorly coordinated concurrent jurisdiction and mandate creep
<ul style="list-style-type: none"> ▪ MOUs with international and national entity to expand service offering. 	<ul style="list-style-type: none"> ▪ Non compliance to contractual obligations
Environmental	
<ul style="list-style-type: none"> ▪ A regulatory framework for rapid deployment of broadband infrastructure 	<ul style="list-style-type: none"> ▪ Lack of coordination for permits / approvals for infrastructure deployment
	<ul style="list-style-type: none"> ▪ EMF concerns regarding human exposure to radiation because of high cell density using millimeter wave frequencies
	<ul style="list-style-type: none"> ▪ Risk of dumping of 'technologically outdated', 'inferior', 'cheap' devices / equipment due to high poverty (unemployment) levels ▪ Pollution due to increased IT waste (decommission of sites, unsafe disposal of non-compliant/redundant electronics equipment) ▪ Vandalism of infrastructure

The situation in the Authority's external environment outlined above is a result of the influence that the stakeholders have in the Authority's external environment, on the Authority, and the Authority on the stakeholders. The table below presents an analysis of the stakeholders in terms of four interaction dimensions: "keep satisfied", "engage and consult", "monitor" and "keep informed".

External Stakeholder Analysis

Stakeholder	Keep Satisfied	Engage and Consult	Monitor	Keep Informed
Department of Planning Monitoring & Evaluation	x	x		x
Parliament	x		x	x
ICT Service Providers (licencees)	x	x	x	x
Department of Communications and Digital Technologies	x	x		x
Academic Institutions		x	x	
ICT Services Consumers	x	x	x	x
International Affiliate Bodies	x	x	x	x
Public Institutions	x	x	x	
Competition Commission		x	x	

The Authority must pay attention to the four dimensions of analysis to ensure that the stakeholders make as opposed to break delivery of the Authority's outputs.

9.2. Internal Environment Analysis

The Authority's internal environment defines its required attack formation to implement interventions in its external environment (performance environment). In analysing its internal environment, the Authority evaluated its strengths, weaknesses, opportunities, and threats against the key elements critical for effectively executing its mandate. The key elements are based on the McKinsey 7s model: Structure, Strategy, Skills, Staff, Style, Systems, and Shared Values. The key objective of the evaluation was to assess whether all the seven areas are aligned for effective execution of the Authority's mandate and to determine whether any change is required in one or more areas for the Authority to function efficiently and

effectively. That is, to determine whether the Authority has enough capacity to implement the interventions it plans to implement in the year of planning going into the medium-term period.

Table 2 below presents the findings of a SWOT analysis that was done to determine the capacity of the Authority to implement its strategy over the medium-term period.

Table 2: SWOT Analysis

Element	Strengths	Weaknesses	Opportunity	Threats
Structure	<ul style="list-style-type: none"> Executive board (Council) Clear and documented DoA Framework Approved organisational structure 	<ul style="list-style-type: none"> Lack of funding (sub optimal funding model) An operating model premised on Council Committees (structural misalignment of reporting and accountability lines) Highly hierarchical structure (with bureaucratic processes) 	<ul style="list-style-type: none"> Implementation of the approved organisational structure 	<ul style="list-style-type: none"> Proposed rationalisation of public entities – ICASA may cease to exist in its current form Fixed term contracts at Council and executive level (potential threat to business continuity)
Strategy	<ul style="list-style-type: none"> Clear legislative mandate (regulate in the public interest) Improved organisational performance Constitutionally guaranteed 	<ul style="list-style-type: none"> Inadequate strategic planning capacity and processes Inadequate budget allocation for strategy execution / implementation. Inflexible framework for strategy planning, 	<ul style="list-style-type: none"> Legislative amendments for implementation of self-funding model Legislative amendments - strengthening of ICASA mandate Increased collaboration with other regulatory agencies and law enforcement agencies for effective 	<ul style="list-style-type: none"> Litigation – legal challenges to execution and implementation of ICASA strategy Lack of funding (sub optimal funding model) Possible amendment of mandate due to legislative amendments and or rationalisation of public entities

	<ul style="list-style-type: none"> independence Customer oriented 	<ul style="list-style-type: none"> execution and implementation Poor financial compliance and internal control environment Lack of border presence – get equipment before it comes into the country. MoU with SARS 	<ul style="list-style-type: none"> execution of mandate– cross broader regulating and enforcement activities Improved service delivery model – offices in all Provinces Full one-stop service in all Regional Offices Improve Enforcement Strengthen Stakeholder Management 	<ul style="list-style-type: none"> Inconsistent national policy positions COVID-19 pandemic will adversely affect the execution of the strategy (particularly for programmes that are customer facing and or require community engagements) Global pandemic
Staff	<ul style="list-style-type: none"> Highly experienced & qualified staff Low staff turnover (long service / employee loyalty) Institutional knowledge National presence (across all 9 provinces) Diversity in employee base 	<ul style="list-style-type: none"> Weakened employee value proposition (lack of funding) No clear succession policy / guidelines (lack of career opportunities) Key functional areas understaffed (due to lack of funding) Uncompetitive salaries/ incentives relative to market – cost of living inflation is outweighing the rate of salary increases Low staff morale 	<ul style="list-style-type: none"> Fixed term contracts for executives – upward mobility for internal senior staff / and regular refresh of leadership team Extension of graduate development programs – opportunity to bring in new blood and create strong pool from which to attract entry level staff Opportunity to introduce work life balance, Lockdown has proven that colleagues can still deliver on the projects while working from home. 	<ul style="list-style-type: none"> Poor value proposition (no work-life balance) Moratorium on recruitment / filling of vacancies Budgetary constraints (inability to implement the new structure) Hazardous work environment – security risks for staff (field work, lack of appropriate equipment) Staff turnover Loss of critical skills (poaching by the sector) Risk of unfavourable industrial actions Low staff morale (risk of unstable industrial relations environment)

		<ul style="list-style-type: none"> ▪ Lack of innovation (long service may also mean no entrenched traditions/culture and new way of doing doings) ▪ No retention strategy for critical skills 		
Skills	<ul style="list-style-type: none"> ▪ Highly experienced staff ▪ Institutional Knowledge and skills ▪ Availability of wide range of competencies (legal, engineering and policy and research etc). ▪ Sound Qualifications framework 	<ul style="list-style-type: none"> ▪ Inadequate funding to implement IDPs for new / future skills – process of procuring training delays the implementation of training interventions ▪ Inadequate training in place to address gaps ▪ Lack of skills transfer and succession planning ▪ Misalignment of staff skills with job requirements ▪ Lack of implementation of dual career streams – not plausible in the approved structure 	<ul style="list-style-type: none"> ▪ Collaboration with knowledge based institutions ▪ Upskilling staff using Continuous Professional Development (CPD) model ▪ Partnering with skills development institutions (SETA) 	<ul style="list-style-type: none"> ▪ Low staff morale ▪ Budgetary constraints (inability to keep up with technology developments) ▪ Obsolete competency framework (non alignment to meet 4IR era challenges)

		<ul style="list-style-type: none"> Lack of coaching and mentorship 		
Style	<ul style="list-style-type: none"> There are levels of escalations (delegation of authority) Interactive management style Transparency Consumer rights advocacy Consultative leadership style 	<ul style="list-style-type: none"> Hierarchical structure Ineffective communication Slow/cumbersome processes of enforcement and regulation development Bureaucratic processes 	<ul style="list-style-type: none"> Leadership development (incl. executive & management development programmes) Modernise the organisation: <ul style="list-style-type: none"> - adopt paperless and automated processes - decrease bureaucracy DoA framework that fosters empowerment and accountability 	<ul style="list-style-type: none"> Lack of leadership continuity (fixed terms contracts for Council and executive management) Budgetary constraints – limited funding for leadership development - procurement of leadership development programmes
Shared Values	<ul style="list-style-type: none"> Performance driven Clearly articulated organisational values Positive organisational culture Adopted shared values 	<p>Not fully living the adopted values:</p> <ul style="list-style-type: none"> Innovation still lacking in most areas Instances of poor ethics (i.e. breach of confidentiality) Information asymmetry 	<ul style="list-style-type: none"> Effective stakeholder engagement framework Enhance corporate culture 	<ul style="list-style-type: none"> Instability (due to rationalisation) Poor Reputation Employees' behaviour incongruent with ICASA's value
Systems	<p>Implementation of new systems:</p> <ul style="list-style-type: none"> ASMS EDRMS <p>Enhancement of existing systems:</p> <ul style="list-style-type: none"> Automated systems for applications etc. 	<p>Inadequate funding for information technology needs:</p> <ul style="list-style-type: none"> Inadequate Bandwidth (especially for Regional Offices) Limited number of licences for use of systems Outdated systems 	<ul style="list-style-type: none"> Framework for implementation of a paperless environment Drive use of full functionality of the automated applications Integration of automated system (reduction in duplication of system functions) Establish a customer facing 	<ul style="list-style-type: none"> Inability to execute mandate, as a result of not having relevant and well maintained systems and equipment. Cyber threats

		<ul style="list-style-type: none"> ▪ Lack of intergration between systems ▪ Slow uptake and or implementation of productivity tools ▪ No innovative or modern systems ▪ Lack of resources (test equipment) 	unit (Customer Relations Management)	
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Structure

The work of the Authority is organised around five programmes as follows:

Programme 1: Administration

Sub-Programme: Corporates Services

Sub-Programme: Finance

Sub-Programme: Human Resources

Sub-Programme: Internal Audit

Sub-Programme: Legal Risk & Consumer Complaints Committee

Programme 2: Licensing & Compliance

Programme 3: Policy Research & Analysis

Programme 4: Engineering & Technology

Programme 5: Regions and Consumer Affairs

The above organisational structure is a result of a revision of the organisational structure which the Authority had developed in 2014. The revised organisational structure was approved by the Authority's Council during the 2020/21 financial year. The idea behind the revision was to ensure alignment of the organisational structure with the Authority strategic direction which was formulated in 2020/21 year of strategic planning.

Strategy

The Authority strength regarding its strategy is made possible by its clear legislative mandate that flows from section 92 of the constitution. Being a constitutional institution also guarantees its independence. However, there are some weaknesses and threats which the Authority must bear in mind as it enters the 2023/24 financial year.

The Strategy & Programme Management Unit in the Office of the CEO came up with an idea of Programme-based coordinators to assist with planning and performance monitoring. Full utilisation of the idea is hampered by the fact that the programme coordinators must share their time for their permanent roles with the Strategy & Programme Management Unit, a situation which is not ideal. Thus, the need to build human resources capacity of the Strategy & Programme Management Unit and elevate it to a fully-fledged programme in line with the DPME prescripts cannot but be emphasised.

The Authority also operates in a very litigious environment. Troves of litigation cases that the Authority must deal with on a regular basis presents a threat to an unfretted implementation of its strategy. Some projects come to a standstill while the Authority handles litigation cases.

Possible amendment of mandate due to legislative amendments and rationalisation of public entities, and inconsistent national policy positions pose a threat to the execution of the strategy, particularly for programmes that are customer facing and or require community engagements.

Staff

To manage the wage-bill, the Authority only fills critical positions. Notwithstanding, the rationalisation process, the Authority continues to fill critical positions on the approved revised organisational structure including women, youth and persons with disabilities to maintain enough capacity to deliver on its medium-term targets.

Skills

The Authority skill set contains some of the rarest in the country due to the uniqueness of its line of business. Rarity of the skills makes the Authority a gaping chasm for poaching by the ICT service providers who need the same skills for them to be able to succeed in regulation compliance. In this connection, the need to incentivise staff members has become a stark reality for the Authority.

Another factor that always faces the Authority is the ever-dynamic ICT environment in which it operates, where technological advancements are the only constant. As a result, the authority must be nimble in the way it acquires relevant courses for training of employees to update their skills in the latest technologies that respond to the ever-changing ICT environment. However, the key weakness in living up to the task is inadequate funding to implement IDPs for new / future skills. As a interim solution, the Authority has been looking at collaboration with knowledge-based institutions opportunities.

Several changes occurred during the 2022/23FY in terms of the Authority skills set. Some executives' contracts came to an end during the 2021/22FY including that of the Chief Executive Officer. The Chief Executive Officer position was filled on 1st February 2023. The Executive: Licensing and Compliance position was filled in October 2022 while the Executive: Human Resources position is yet to be filled. Interviews took place beginning of February 2023.

The youth form 10% of the Authority's workforce as depicted in the table below.

Age 18 to 34 (Youth)	35 to 39	40s	50s	60s and Older
10%	24%	39%	24%	3%

The Authority has a Graduate Development Programme which targets young graduates who require work experience to enable them to join the workforce easily. The programme was launched in the 2015/16 fiscal year. The graduates remain in the Authority for two (2) years after which they can either apply for positions internally within the Authority or externally in other organisations.

Persons with disabilities are accommodated within the Authority through the recruitment process. All the advertisements that are published encourage persons with disabilities to apply. Currently, there are five (5) persons with disabilities within the Authority's workforce. There are also two (2) within the Consumer Advisory Panel, a Council governance committee that advises Council on consumer issues.

Style

Corporate plan implementation is a function of an organisational style of leadership. Setting of the tone at the top. The upward trend in performance that the Authority realised from 2015/16 financial year to 2019/20 financial year could be attributed in part to the delivery-focused style of leadership the Authority adopted over that period and which it has continued to nurture among its employees going into the 2020/21 – 2024/25 MTSF period.

Shared Values

The Authority's shared values were developed to transcend time. They have remained the same since 2014/15 financial year. Thus, they have become the Authority's credo and they form part of the Authority's employees performance management system. Each employee is assessed on whether they are living the Authority's values. The capacity value element of shared values is that they inculcate a common set of principles in terms of approach to work, making all employees to pull in the same direction in implementing the organisation's plans. The shared values remain a credo in the planning year into the medium-term period.

Systems

Over and above the normal non-IT codified and IT-codified government prescribed systems that the Authority runs, it also has systems that are specific to its core business. The Automated Spectrum Management System (ASMS) is an automated system which is customised for radio communications system licensing, equipment type approval, broadcasting spectrum and overall spectrum management. The system was launched mid-year 2021. It has bolstered the Authority's effort in efficient and effective spectrum management in a paperless way. Thus, it lessens the

administrative burden that the Authority had in the past. Not all the modules came online during its launch. Therefore, there is need to implement the rest of the modules over the medium-term period for the Authority to gain full value out of it.

The Authority procured an automated system called Electronic Document and Records Management System (EDRMS). The system is also part of the Authority's effort to move to a paperless work environment. There has been an increase in uptake on the system since the 2021/22 planning period.

With the increased use of automated systems comes the cyber threats which the Authority must bear in mind as it conducts its business. It must come up with pertinent mitigation measures to ward-off any cyber-attacks that may compromise its data integrity and impair business continuity.

Due to inadequate funding for IT systems' needs, the Authority does not have enough Bandwidth, especially for its regional offices. This is one of the weaknesses that it would need to be addressed in the year of planning into the medium-term period.

Financials

The grant allocation for the Authority is expected to increase from R469.4 million in 2022/23 to R495.2 million in 2024/25, at an average annual inflation rate of 4.4%. However, the business of the Authority keeps expanding with new developments in the ICT field. The expansion has made clear the fact that the Authority requires a new funding model that can ensure that it lives up to its expanding business and continue to be sustainable. To that end, the Authority tabled a proposal to National Treasury in 2020/21 financial year for a hybrid funding model which will see the Authority supplement the budget allocation it gets from the Department of Communications and Digital Technologies parliamentary vote with a portion of the revenue it collects on behalf of government from licensees. Discussion of the proposal is continuing with the National Treasury.

The Broad-Based Black Economic Empowerment

The Broad-Based Black Economic Empowerment Act (Act No. 53 of 2003) is one of the restorative legislations that the Authority must comply with. It facilitates broader

participation in the economy by black people to redress inequalities created by apartheid.

The Authority has been ensuring that its procurement spend supports advancement of enterprises owned by historically disadvantaged individuals over the years.

Internal Stakeholder Analysis

The Authority's internal stakeholder landscape is best explained in terms of a cobweb of interactions that must take place between executing and decision-making structures towards delivery of outputs and the overall accountability that the accountability structures must make to government oversight bodies and the South African public.

The matrix below shows how each of the stakeholders adds value to the work of the Authority.

Stakeholder	Keep Satisfied	Engage and Consult	Monitor	Keep Informed
Council	x			
Audit Risk and Disclosure Committee	x	X		x
Human Resource & Remuneration Committee	x	X		x
Information Technology Review Committee	x	X		x
Complaints & Consumer Committee	x			x
Council Committees			x	
Consumer Advisory Panel		X	x	x
Office of the CEO	x	X		x
Programmes			x	

PART C: Measuring Our Performance

10. Institutional Programme Performance Information

The schema below presents an intuitive depiction of output focus areas for the 2023/24FY under each outcome in the Authority strategic plan 2020/21 – 2024/25. The schema is followed by a detailed plan of specific outputs which must be delivered per Programme during the 2023/24 financial year.

OUTCOMES	Access to Broadband Services Increased	Status of Social Cohesion (Inclusive of Diversity of	Rights of Consumers Protected	Competition in the ICT Sector Promoted	Organisational Service Delivery Maintained
OUTPUT FOCUS AREAS	<ul style="list-style-type: none"> Broadband Spectrum Issuing Radio Frequency Migration IMT Roadmap South African Strategy for IMT2020 and beyond and Future Technologies Dynamic and Opportunistic Spectrum Access 	<ul style="list-style-type: none"> Digital Television Broadcasting Digital Broadcasting National and Provincial Party Elections Broadcasts and Political Advertisements 	<ul style="list-style-type: none"> SAPO tariff analysis SAPO regulatory Annual Financial Statements Bi-Annual Tariff Analysis Definition of advertising, Infomercials and Programme Sponsorship in Respect of Broadcasting service Conveyance of Mail Quality of Service Radio Frequency interference cases Consumer complaints Consumer advisory 	<ul style="list-style-type: none"> Call Termination Subscription television broadcasting 	<ul style="list-style-type: none"> Communication Services International Engagements Organisational Health and Safety IT Systems Efficiency Collection of Revenue Procurement spend on women youth and persons with disabilities Payment of suppliers Skills Development Recruitment of women youth and persons with disabilities Employment Equity HR Standards Maintenance Audit Assurance and Consulting Risk Management and Compliance Legal Defense and Advisory Licence applications/authorisations

10.1. Programme 1: Administration

Purpose: The Programme provides coordinated strategic leadership, management, and support to the Authority to deliver on its mandate.

10.1.1. Sub-Programme: Corporate Services

Purpose: To provide corporate support services to the Authority through communications, information technology and facilities, security, and administration of high quality.

The sub-programme consists of three units.

Facilities Unit

The Facilities Unit has a responsibility to ensure the “well-being” and optimal use of ICASA’s physical infrastructure, resources, and facilities, through the efficient and effective provision of facilities and support services.

Information Technology Unit

The Information Technology Unit has the responsibility to ensure that the Authority has the most up-to-date IT infrastructure that enables the Authority to execute its business which requires IT infrastructure support efficiently and effectively.

Communications and International Relations

The Communications and International Relations Unit is responsible for ensuring that the Authority's plans, policies, and regulatory interventions are effectively communicated to all stakeholders and for ensuring that the Authority participates in programmes that advance South Africa's interests.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Organisational service delivery maintained	Communication services provided through monitoring of the media environment	Value of communication services provided through monitoring of the media environment	-	-	R 6mil	R 10 mil	R 15 mil	R 15 mill	R 20 mill
Organisational service delivery maintained	Communication products published to grow the share of voice of ICASA	Number of communication products published to grow the share of voice of ICASA	-	-	-	9	5	5	5

Organisational service delivery maintained	International engagements facilitated by ICASA	Number of International engagements facilitated by ICASA	-	-	-	4	4	4	4
Organisational service delivery maintained	OHS annual plan implemented	Percentage of OHS annual plan implemented	-	-	85%	100%	100%	100%	100%
Organisational service delivery maintained	EDRMS annual plan implemented	Percentage of EDRMS annual plan implemented	-	-	85%	100%	100%	100%	100%
Organisational service delivery maintained	Business intelligence gathered from analysis of integrated business systems data	Amount of business intelligence gathered from analysis of integrated business systems data			2	2	2	2	2
Organisational service delivery maintained	Security incidents being monitored on IT Systems	Number of security incidents being monitored on IT Systems				52	52	52	52
Organisational service delivery maintained	IT Systems efficiency	Percentage of IT Systems efficiency				98%	98%	98%	98%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Value of communication services provided through monitoring of the media environment	R15 mill	R15 mill	R15 mill	R15 mill	R15 mill
Number of communication products published to grow the share of voice of ICASA	5	1	2	1	1
Number of International engagements facilitated by ICASA	4	1	1	1	1
Percentage of OHS annual plan implemented	100%	22%	56%	78%	100%
Percentage of EDRMS annual plan implemented	100%	25%	50%	75%	100%
Amount of business intelligence gathered from analysis of integrated business systems data	2				2
Number of security incidents being monitored on IT Systems	52	13	13	13	13
Percentage of IT Systems efficiency	98%	98%	98%	98%	98%

10.1.1.1 Explanation of Planned Performance over the Medium-Term Period

Facilities Unit

Over the medium-term period, the Unit will continue to implement its statutory

obligation on Occupation Health and Safety (OHS) by implementing the Authority's OHS plan, as part of its contribution towards the organisational service delivery-maintained outcome.

Furthermore, the world is moving towards a paperless way of working and the Authority has made a conscious decision not to be left behind. To that end, the Authority procured an Electronic Documentation Records Management System (EDRMS) which it plans to continue to implement over the medium-term period.

At the sub-level to the organisational service delivery-maintained outcome level, successful delivery of the above two outputs by the Unit will result in the following:

- compliance with statutory requirements on occupational health and safety (OHS) in the workplace, including COVID-19,
- work collaborations, through EDRMS, and offering real added value to the organization's core business,
- proper and centralized management of its records and information, using EDRMS,
- continuous improvement on office ergonomics for optimum employee productivity,
- the efficient allocation and management of infrastructure, resources and facilities across the organisation,
- provision of safety and security to its resources and assets,
- the optimum location of its premises for service delivery,
- improved clients' experience at its premises

Information Technology Unit

In order to contribute to the organisational service delivery-maintained outcome, the Unit plans to deliver business intelligence reporting. The business intelligence reports generated will assist in decision-making on IT's contribution towards improved organisational delivery. Based on last year's baseline of 2 reports, the Unit aims to achieve 2 reports per year over the medium-term period.

The Unit further plans to deliver security reports on IT Systems. The reports will assist in decision-making on the Authority's IT Systems security towards maintenance of organisational service delivery. Last year's baseline was 52 reports, and the Unit aims to maintain performance of 52 reports in the year of planning and maintain the figure over the medium-term period.

Lastly, the Unit plans to deliver IT systems efficiency. The aim of delivering the outputs is to ensure a high level of network and systems availability for the Authority to certain business continuity. Based on last year's baseline of 98%, the Unit aims to maintain 98% each year over the medium-term period.

Communications and International Relations Unit

The Unit intends to provide communication services and products that will increase the Authority's share of voice amongst its consumers and customers. Monitoring the media environment and coverage received will be analysed to gain a better understanding of the communications environment in which the Authority operates and to develop counterstrategies that will inform the impact of ICASA's messages.

The Unit will facilitate the Authority's participation in the international programme to stay abreast of regulatory developments and to equip the Authority with current, relevant information and developments in select areas of expertise to support the regulatory Programmes and to advance the national interest.

10.1.2 Sub-Programme: Finance

Purpose: To provide an efficient and effective support services to the Authority from a finance perspective, through implementation of sound financial management and ensuring compliance with all applicable legislation and policies.

The sub-programme consists of three Units.

Management Accounts Unit

The Unit is responsible for budgeting and maintenance of the integrity of the Authority's books of accounts in line with relevant legislative prescripts and acceptable international accounting principles.

Supply Chain Management Unit

The Unit is responsible for all procurement of goods and services by the Authority. It ensures compliance with constitutional, public finance management and preferential procurement policy framework prescripts.

Staff Services Support Unit

The Unit is responsible for providing financial support to all the Authority's Programmes in the execution of their business activities as well as management of staff salaries payment.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Organisational service delivery maintained	Progress in achieving the desired clean audit	Percentage progress in achieving the desired clean audit	-	-	-	-	100%	100%	100%
Organisational service delivery maintained	Licence Fees Collected	Percentage of Licence Fees Collected	99%	99%	99%	99%	99%	99%	99%
Organisational service delivery maintained	Procurement spend on companies owned by Women	Percentage of procurement spend on companies owned by Women	-	-	-	-	10%	25%	40%
Organisational service delivery maintained	Procurement spend on companies owned by Youth	Percentage of procurement spend on companies owned by Youth	-	-	-	-	15%	20%	30%
Organisational service delivery maintained	Procurement spend on companies owned by Persons with Disabilities	Percentage of procurement spend on companies owned by Persons with Disabilities	-	-	-	-	2%	4%	7%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage progress in achieving the desired clean audit	100%	100%	100%	100%	100%
Percentage of Licence Fees Collected	99%	20%	60%	75%	99%
Percentage of procurement spend on companies owned by Women	10%	3%	5%	8%	10%
Percentage of procurement spend on companies owned by Youth	15%	5%	8%	10%	15%
Percentage of procurement spend on companies owned by people with disabilities	2%			1%	2%

10.1.2.1 Explanation of Planned Performance over the Medium-Term Period

The sub-programme's yearly outputs must contribute to the *organisational service delivery maintained* outcome outlined in the Authority's Strategic Plan 2020/21 – 2024/25.

The sub-programme will maintain the current level of the Authority's performance from a financial perspective and seek to improve it through various organisational support initiatives to the core business of the Authority including but not limited to strict adherence to supply chain processes and procedures that will eliminate unauthorised and fruitless expenditure, payment of suppliers within 30 days and deliberate procurement of goods and services from Historically Disadvantaged Individuals, particularly women, youth and people with disabilities.

The above planned finance sub-programme initiatives combined with planned initiatives on strategy, planning, monitoring and evaluation of the performance of the Authority by the Strategy & Programme Management Unit in the Office of the CEO, must enable the Authority to make an improvement from achievement of an unqualified audit to a clean audit in the year of planning and over the medium-term period.

Furthermore, the Authority levies various fees on licences it issues to communications service providers in terms of *inter alia*; section 4(1)(c)(iv) and (v) and (d) of the ECA. All the fees collected by the Authority are paid into the National Revenue Fund in terms of section 15(3) of the ICASA Act. The fulfilment of this revenue collection

mandate is critical for the sustainability of the national fiscus. Sustainability of the national fiscus has been embedded in the Ministers' service delivery agreements with the President. Thus, it remains a key strategic focus for the Authority for the medium-term period. The sub-programme aims to maintain the 99% licence fees collection rate each year over the medium-term period.

The Authority has also added empowerment targets aimed at opening the sector to woman, youth, and people with disabilities. The aim is to slowly build business over the MTEF period and hence the incremental targets to reach the Government goal at year three.

This target will require the testing of the market by inviting prospective business meeting this criterion, sharing with them what we intend to purchase over the MTEF period and preparing them to respond, but still ensuring that the process is competitive.

10.1.3 Sub-Programme: Human Resources

Purpose: To ensure that the Authority can plan for required human resources, recruit the right talent in the right positions at the right time. The continuous development of talent to maintain the required levels of competence and create a conducive environment that enables employee engagement and promotes a high-performance culture.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Organisational service delivery maintained	Staff Vacancies Maintained	Staff vacancy rate maintained	3.7%	4.2%	7%	7%	7%	7%	7%
Organisational service delivery maintained	SABPP audit completed	Number of SABPP audits completed	-	-	-	1	1	1	1
Organisational service delivery maintained	Employee Engagement Surveys Completed	Number of Employee Engagement Surveys Completed	-	-	1	1	1	1	1

Organisational service delivery maintained	Workplace Skills Plan implemented	Percentage of Workplace Skills Plan implemented	100%	100%	100%	100%	100%	100%	100%
Organisational service delivery maintained	Employee Wellness Initiatives Implemented	Number of Employee Wellness Initiatives Implemented	-	-	-	4	4	4	4
Organisational service delivery maintained	Women in the professional occupational level employed	Number of women in the professional occupational level employed	-	-	-	39	41	43	45
Organisational service delivery maintained	Youth employed	Number of youth employed	-	-	-	34	36	38	40
Organisational service delivery maintained	Persons with disabilities employed	Number of persons with disabilities employed	-	-	-	5	6	7	8

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Staff vacancy rate maintained	7%	7%	7%	7%	7%
Number of SABPP audits completed	1				1
Number of Employee Engagement Surveys Completed	1				1
Percentage of Workplace Skills Plan implemented	100%	25%	25%	25%	25%
Number of Employee Wellness Initiatives Implemented	4	1	1	1	1
Number of women in the professional occupational level employed	39				39
Number of youth employed	34				34
Number of persons with disabilities employed	5				5

10.1.3.1 Explanation of Planned Performance over the Medium-Term Period

In alignment with the seven (7) national priorities, the sub-programme must contribute to the following national priorities(s) through its outcomes:

- economic transformation and job creation.

The contribution will happen through the Graduate Development Programme which the Authority has been implementing since 2015/16 financial year.

At the organisational outcomes level, the sub-programmes yearly outputs must contribute to the *organisational service delivery-maintained* outcome outlined in the Authority's Strategic Plan 2020/21 – 2024/25.

The Authority's human capital forms a central part of its capacity to deliver on its policy and legislative mandates, and ensure the Authority makes a meaningful contribution to government priorities. Staff vacancies must be at minimum levels and staff must be trained to keep abreast of international thinking in their respective fields of expertise. There must be compliance with necessary human resources industry norms and standards, government policy and legislative prescripts and staff morale must always be at a level that necessitates productivity.

While the Authority has maintained a well-skilled complement of staff that has given it the capacity to implement its long-term strategic direction, there is always room for improvement. Therefore, the Authority has set itself a seven percent (7%) vacancy rate target in the 2023/24 financial year. It plans to maintain the seven percent (7%) vacancy rate over the medium-term period. The rationale for maintaining the vacancy rate is to ensure that the Authority does not lose qualified talent so that it can continue to fulfil its mandate.

The South African Board of Personnel Practitioners (SABPP) is the professional body for HR practitioners in South Africa. It audits HR practices. The SABPP has developed 13 HR Management Standards. It audited the Authority's HR processes in 2022 against the standards. The Authority plans to invite SABPP for a re-audit of its human resources processes and procedures to determine the Authority's level of compliance with the SABPP norms and standards. Based on the results of the audit in the year of planning, one audit per year will be done over the medium-term period.

The purpose of the employee engagement surveys is to benchmark and monitor employee attitudes and commitment levels towards the Authority, leadership, their roles, and the different stakeholders they serve - to find out the factors that drive employees to perform at their best. These surveys' data measure employee engagement, identify specific drivers of employee engagement at the Authority,

provide report results through team lenses and provide actionable results. These results provide the supporting tools to create an environment that empowers employees to be responsive and engaged within the Authority. The Authority plans to do one engagement survey per year over the remainder of the medium-term period.

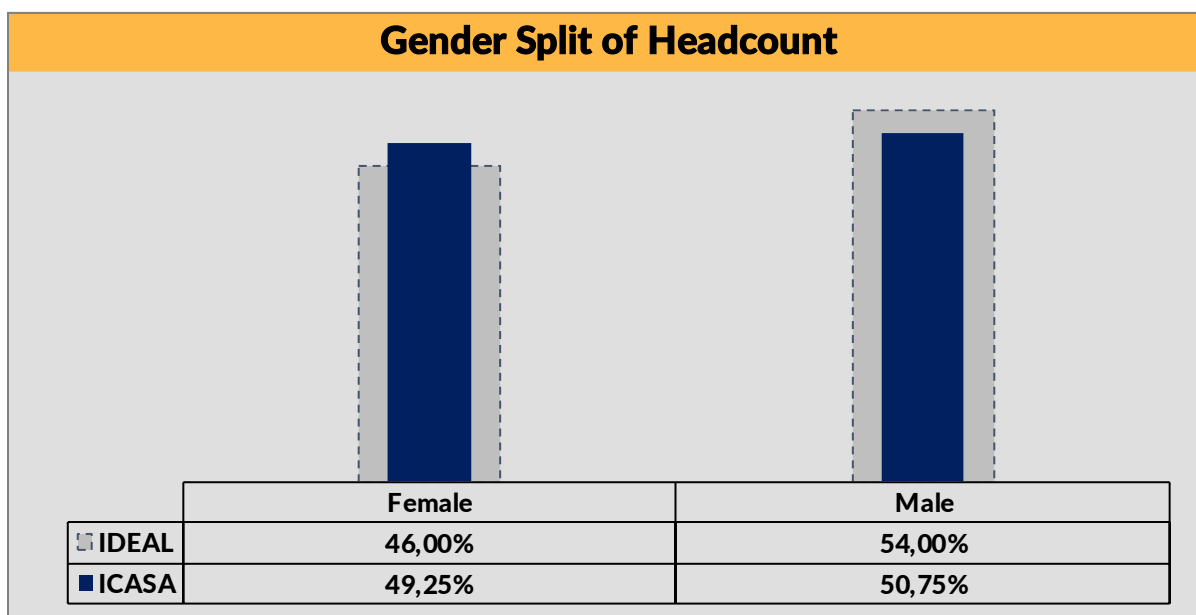
The Workplace Skills Plan and Annual Training Report (WSP & ATR) are a requirement of Media, Information and Communication Technologies (MICT) Seta, with which the Authority is affiliated. Compliance with the MICT Seta requirements enables the Authority to provide occupationally directed learning activities to enhance the knowledge, practical skills and work experience of individuals and teams. This is based on the current and future occupational requirements to drive optimal organisational performance. In 2022/23, the sub-programme submitted the Authority's Workplace Skills Plan and Annual Training Report to MICT Seta. These submissions lay a foundation for implementation of the Authority's Workplace Skills Plan in the 2023/24 financial year going into and over the medium-term period.

Redress of imbalances of the past forms the cornerstone of the country's democracy. It finds pronouncement in different forms of legislation that the government has put in place for implementation across all its three spheres. While noticeable progress has been made on implementation, the previously disadvantaged groups, women, youth, and persons with disability continue to lag in gaining parity with the rest of the South African society.

In compliance with the Employment Equity Act, the Authority plans to continue to ensure women are represented in its professional staff structures to share the opportunities for career development and equitable growth. Consequently, ICASA has developed its strategic employment equity plan, which details the vacancies for which ICASA will advertise or fill positions with an inclination towards equity.

The Authority further believes that the demographics of South Africa represent the population we serve and inspire confidence in our stakeholders. The Authority is also committed to a policy of non-discrimination in recruitment, career progressions and

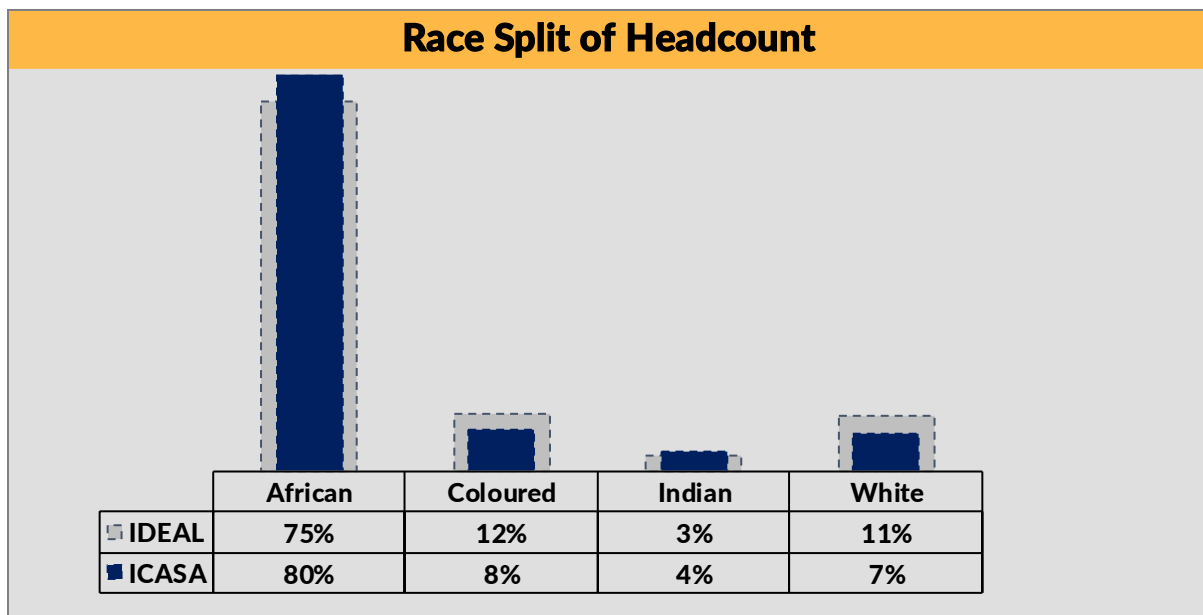
training. Applicants with disabilities who meet the criteria will be given preferential consideration in line with Section 6(1) of the Employment Equity Act No. 55 of 1998 (as amended). The graph below shows the Authority's gender split status.



The graph shows that the Authority has exceeded the ideal 46% headcount target aligned to the economically active population of South Africa. Of the nine (9) Council members in office five (5) are women and four (4) are men. The Executive Committee consists of eight (8) members. Five (5) of them are women giving the Authority a higher ratio of women to men among its Executive Management. The newly appointed CEO is also a woman.

The sub-programme plans to assist the Authority in maintaining the current gender split and improve it further over the medium-term period. As opposed to having specific output targets, preferential recruitment of women and their consideration in positions of leadership will continue to be done.

Race was one criteria of discrimination in South Africa during the apartheid period. The graph below presents the Authority's race split during the year of planning.



The sub-programme plans to maintain the Authority status where it has exceeded the national ideal statistical figures and improve it further in the year of planning. Where the current statistical figures are below the national ideal, the sub-programme plans to improve the situation to bring it at par with the national ideal over the medium-term period. The intention will be implemented as *a manner of doing things* across the board as opposed to having a specific output with targets. However, every year, an analysis will be done to determine the progress being made.

The Authority together with the nation recognises the importance of youth and the role they can play in contributing to the national effort of socio-economic development that aims to ensure a better life for all. To this end, the Authority initiated a graduate development programme in 2016 to give employment opportunities to young graduates who need experience that is always required when they enter the world of work. The recruited graduates stay in the Authority for a two-year period, after which they can use the experience, they have gained to seek long-term employment within or outside the Authority. Since 2016, three cohorts of graduates who completed the programme have either found long-term employment within or outside the Authority.

Based on the success the graduate development programme has made thus far, the sub-programme made a fourth intake of a cohort of graduates in 2021/22 financial

year whose two-year stay with the Authority ended in 2022/23 financial year and plans to make a fifth intake over the medium period.

The Authority has always made it its policy to ensure that persons with disability are judged on the basis of their ability and not on their physical and mental impairment. The Authority has a Council consumer advisory panel which it reconstitutes every two years, some of the members of the panel are persons with disability. One of the advisories that the panel put forward to the Authority's Council is development of ICT regulations that considers persons with disability. The panel also advised Council to develop regulations that will ensure that telecommunications service providers make room for development of communication devices that are suitable for use by persons with disabilities. The Authority plans to continue discussions with the panel in order to make their advisory a reality over the medium-term period.

The initiatives the Authority plans to implement through the sub-programme will contribute to priorities on women, youth and persons with disabilities over the medium-term period as reflected in the gender responsive planning, budgeting, evaluation and auditing (GRPBMEA) framework whose goal is to achieve gender equality and the full realisation of the rights of women and men.

10.1.4 Sub-Programme: Internal Audit

Purpose: To provide reasonable assurance to Audit, Risk, Ethics and Disclosures Committee (AREDC) and management by evaluating the adequacy and effectiveness of the governance, risk management and internal control processes.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Organisational service delivery maintained	Assurance provided	Level of assurance provided	-	Level 4	Level 3	Level 4	Level 4	Level 4	Level 4

Organisational service delivery maintained	Consulting assignments completed	Number of consulting assignments completed	4	21	10	4	4	4	4
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Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Level of assurance provided	Level 4	Level 1	Level 2	Level 3	Level 4
Number of consulting assignments completed	4	1	2	3	4

10.1.4.1 Explanation of Planned Performance over the Medium-Term Period

The National Treasury Internal Audit Framework of 2009 2nd edition establishes "a *minimum guideline for the development and operation of internal auditing in the Public Service*" [p.1]. It ascertains compliance with the Constitution of South Africa, the Public Finance Management Act (PFMA) and Treasury Regulations, the Institute of Internal Auditors International Standards for Professional Practice of Internal Auditing and COSO framework on internal control as well as risk management framework.

Assurance to the Authority's Audit Risk Ethics and Disclosure Committee and management on the effectiveness of governance, risk management and internal control processes enables management to make informed strategic decisions on the achievement of the Authority's outputs and outcomes.

The assurance the sub-programme will give during the planning period will similarly indicate whether both inherent and residual risks are managed within the acceptable risk appetite.

The consulting engagements in the form of project involvement and ad hoc reviews will assist management in understanding risks and implementing controls in a pro-active manner to enable effective management thereof. During the 2019/20 financial year, Internal Audit had included value added activities like the Risk Control Self-Assessment, Combined Assurance facilitation and Continuous Monitoring to assist management in understanding risks and implementing controls in the Regions in a pro-active manner, align to good governance practices and enable an acceptable control environment for the Authority. However, since the 2020/21 financial year,

these value-added activities have been excluded as Internal Audit resources are utilised in assurance and consulting activities where control weakness were repeatedly raised by the Auditor General in prior audit reports. The efforts by Internal Audit in the value-added activities now remains with management to adopt and continue henceforth as these are typical Risk Management activities.

The sub-programme plans to continue offering assurance to the Authority at level 4 in the year of planning and over the medium-term period. It also plans to continue to execute four (4) consulting assignments per year over the medium-term period.

10.1.5 Sub-Programme: Legal Risk & CCC

Purpose: The Legal, Risk and Complaints and Compliance Committee sub-programme's primary role is to safeguard the Authority's interests and to ensure that all its actions and decisions are legally compliant with the Constitution, enabling legislation and other applicable laws. The ICASA Act provides that the actions, findings or decisions of the Authority are subject to judicial review. The sub-Programme advises the Authority and ensures that the Authority is properly represented in judicial reviews. The sub-programme also supports the Complaints and Compliance Committee (CCC) in discharging its mandate as prescribed in terms of the ECA and the ICASA Act.

The sub-Programme further promotes good governance through ensuring effective risk management, including fraud risk management, compliance and ethics management and business continuity.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Organisational service delivery maintained	Legal services provided to client within SLA turnaround times	Percentage of legal services provided to client within SLA turnaround times	75%	85%	95%	80%	80%	80%	80%

Organisational service delivery maintained	Cases assessed for adjudication by the Complaints and Compliance Committee (CCC) in accordance with the CCC Handbook	Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	100%	100%	100%	90%	90%	95%	95%
Organisational service delivery maintained	Risk maturity of the organisation	Risk maturity level of the organisation	Level 2	Level 3	Level 3	Level 3	Level 3	Level 4	Level 4
Organisational service delivery maintained	Compliance maturity of the organisation	Compliance maturity level of the organisation	Level 2	Level 2	Level 2	Level 3	Level 3	Level 4	Level 4
Organisational service delivery maintained	Disaster management plan developed	Percentage of the disaster management plan developed	-	-	-	-	100%	100%	100%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of legal services provided to client within SLA turnaround times	80%	80%	80%	80%	80%
Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook	90%	90%	90%	90%	90%
Risk maturity level of the organisation	Level 3				Level 3
Compliance maturity level of the organisation	Level 3				Level 3
Percentage of the disaster management plan developed	100%	25%		75%	100%

10.1.5.1 Explanation of Planned Performance over the Medium-Term Period

The sub-programme outputs must contribute to the *organisational service delivery maintained* outcome as stated in the Authority Strategic Plan 2020/21 – 2024/25.

Legal services provided to client (i.e. the Authority's business units, Council, Council Committees etc.) include legal advice, the drafting and vetting of regulations, regulatory documents⁹, contracts, policies; provision of legal opinions as well as management of litigation. The provision of legal services ensures that the Authority

⁹ This may include Explanatory Memorandums, Reasons documents, Memorandums of Understanding with other regulatory institutions, etc.

executes its mandate within the prescribed legislative framework. The management of litigation ensures that the Authority is properly represented in legal actions.

Legal services provided to client, within the SLA turnaround times, assists the Authority in finalizing its deliverables within the projected timelines.

Assessing cases for adjudication by the CCC within the SLA turnaround times assists the Authority to resolve complaints expeditiously.

Through improved risk maturity, the Authority's outcomes are likely to be achieved. As a risk maturing organisation, the Authority continues to implement risk action plans to manage risks that have been identified and assessed, which might hinder the achievements of outcomes. Without improved risk maturity level, the organization's risk management efforts will be of little value towards the achievement of outputs and the outcomes.

Adherence to the compliance obligations relevant to the Authority is a mandatory requirement which is managed through the LRCCC sub-programme. This includes compliance to applicable requirements set out in statutory, regulatory and supervisory requirements, as well as relevant industry and general codes, requirements and best practice guidelines (collectively) that the Authority subscribes to. Through implementation of compliance programme, the Authority prevents (and reduces) non-compliance with relevant prescripts and contribute towards achievement of outcomes. The compliance and maturity level of the organisation will improve to reduce the non-compliance findings and ensure business continuity during crisis.

In the year of planning and over the medium-term period, the sub-programme will continue to offer the services that it has been offering the Authority since the 2018/19 financial year to support the Authority's Programmes, Council and Council Committees.

10.2 Programme 2: Licensing and Compliance

Purpose:

To license and monitor compliance of broadcasting and electronic communication services.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Access to quality broadband services increased	Process to assign broadband Spectrum completed	Percentage of the process to assign broadband Spectrum completed		90%	100%	100%	80%	100%	No Target
Status of Social Cohesion (inclusive of Diversity of Views) enhanced	Process on the Licensing of digital community television broadcasting services on MUX 1 completed	Percentage of the process to licence Digital Community Television Broadcasting services on MUX 1 completed	25%	50%	100%	50%	100%	No Target	No Target

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of the process to assign broadband Spectrum completed	80%	10%	30%	60%	80%
Percentage of the process to licence Digital Community Television Broadcasting services on MUX 1 completed	100%			100%	

10.2.1 Explanation of Planned Performance over the Medium-Term Period

In alignment with the seven (7) national priorities, the programme is required to contribute to the following two national priorities through its outcomes:

- social cohesion and safe communities, and
- economic transformation and job creation.

At the organisational outcomes level, the programmes outputs must contribute to access to quality broadband services and increase and promotion of competition in the ICT sector.

South Africa's demand for electronic communications services – by extension electronic communications devices and access to spectrum – continues to grow as the country moves towards realizing the ideals of universal service and access to ICT services in terms of the vision set out in the National Development Plan.

The Authority's mandate requires it to regulate broadcasting, electronic communications, and spectrum in the public interest whilst promoting a plurality of views. This is achieved by ensuring that bottlenecks and barriers to entry are mitigated by having a simple but efficient licensing framework. The Authority also seeks to ensure that its licensing regime is adequate to protect consumers from poor quality devices and/or spectrum interference whilst facilitating access.

The outputs planned by the Programme for the 2021/22 – 2023/24 period seek to (i) streamline the Authority's licensing processes (ii) release spectrum for the provision of broadband services; (iv); license community broadcasting services to ensure content offering for consumers and fair access to information and diversity of views representing communities.

Delivery of the above planned outputs in respect of licensing of digital community television broadcasting services on MUX 1 will come to an end by the end of the year of planning which will mark commencement of Compliance monitoring and enforcement. New projects, with new outputs and indicators will be developed in the 2024/25 financial year and for the rest of the medium-term period. The new outputs will be based on the next logical steps that would need to be undertaken for the Authority to continue to contribute to its outcomes.

10.3 Programme 3: Policy Research and Analysis

Purpose: To conduct research and policy analysis into all the regulatory sectors in line with the mandate of the Authority.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26

Rights of Consumers Protected	SAPO tariffs analysis report approved	Number of SAPO tariffs analysis reports approved	1	1	1	1	1	1	1
Rights of Consumers Protected	Assessment of SAPO Regulatory Financial Statements	Number of SAPO Regulatory Financial Statements assessed	-	-	-	-	1	1	1
Rights of Consumers Protected	Bi-annual tariff analysis reports produced	Number of bi-annual tariff analysis reports produced	2	2	2	2	2	2	2
Competition in the ICT Sector Promoted	Regulations on Call Termination developed	Number of regulations on Call Termination developed	-	-	-	1	1	No Target	No Target
Rights of Consumers Protected	Regulation relating to the definition of advertising, Infomercials and Programme Sponsorship in Respect of Broadcasting service developed	Number of regulations relating to the definition of advertising, Infomercials and Programme Sponsorship in Respect of Broadcasting service developed	1	1	1	0.75	1	No target	No target
Status of Social Cohesion (inclusive of Diversity of Views) enhanced	Discussion Document on Digital Broadcasting Regulations developed	Number of Discussion Documents on Digital Broadcasting Regulations developed	-	-	-	-	1	1	1
Status of Social Cohesion (inclusive of Diversity of Views) enhanced	Final Regulations on National and Provincial Party Elections Broadcasts and Political Advertisements developed	Number of Final Regulations on National and Provincial Party Elections Broadcasts and Political Advertisements developed	-	-	-	-	1	No target	No target
Rights of Consumers Protected	Position Paper on the Conveyance of Mail approved	Number of Position Papers on the Conveyance of Mail approved	-	-	-	1	1	1	No target
Competition in the ICT Sector Promoted	Findings document on the subscription television broadcasting market developed	Number of findings documents on the subscription television broadcasting market developed	1	1	1	1	1	No target	No Target

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of SAPO tariffs analysis reports approved	1			0.50	1
Number of SAPO Regulatory Financial Statements assessed	1	0.33		0.66	1
Number of bi-annual tariff analysis reports produced	2		1		1
Number of regulations on Call Termination developed	1			0.50	1
Number of regulations relating to the definition of Advertising, Infomercials and Programme Sponsorship in Respect of Broadcasting service developed	1	1			
Number of Discussion Documents on Digital Broadcasting Regulations developed	1	0.25	0.50	0.75	1
Number of Final Regulations on National and Provincial Party Elections Broadcasts and Political Advertisements developed	1	0.25		0.75	1
Number of Position Papers on the Conveyance of Mail approved	1	0.25	0.50	0.75	1
Number of findings documents on the subscription television broadcasting market developed	1				1

10.3.1 Explanation of Planned Performance over the Medium-Term Period

The Programme plans to deliver five (5) outputs in the 2023/24 financial year to *protect the rights of consumers*. Three (3) of the planned outputs are aimed at addressing mainly postal services, one (1) planned output addresses telecommunications retail tariffs and one (1) planned output is aimed at broadcasting services.

The SAPO Tariffs Analysis project aims to protect the rights of consumers by ensuring affordable postal services in the reserved postal services market by regulating and monitoring prices charged by SAPO in each financial year.

The bi-annual tariff analysis reports project seeks to promote the transparency of

telecommunications tariffs charged by licensed operators to assist consumers to shop for better deals.

The Conveyance of mail project seeks to review the regulations regarding the Conveyance of Mail, 2009. The review of the regulations on the Conveyance of Mail will assess the effectiveness of Regulations in dealing with current consumer issues.

The assessment of SAPO's regulated financial statements (RFS) project seeks to assess SAPO Operators Procedure Manual (OPM) and SAPO (RFS) in accordance with Accounting Separation Regulations, 2011. The project aims to determine the financial status of SAPO through the assessment of financial information in respect to revenue, cost structure, expenditure, and profits. The project will assist in the assessment of, *inter alia*, the following:

- Provision of reserved postal services to consumers
- Cross-subsidisation activities
- Pricing/Costing of reserved postal services

The regulations relating to the definition of Advertising, Infomercials and Programme Sponsorship in Respect of Broadcasting service project is aimed at protecting viewers from both excessive advertisements in programming and from surreptitious advertising.

To promote competition, the Programme plans to deliver two (2) output in the 2023/24 financial year.

The Regulations on Call Termination project will assist in the review of the 2018 call termination regulations. The 2018 call termination rates glide path was due for review in September 2021. The regulation of inter-operator call termination rates is important to promote effective competition between operators. The reduction in the call termination rates benefits the consumers as the lower rates are passed on through lower voice call rates.

The subscription broadcasting television services project will enable the Authority to understand the factors that may have contributed to new subscription broadcasting service licensees' inability to gain traction in the market in terms of attracting subscribers and launching their services.

Furthermore, the programme plans to deliver two (2) outputs on the status of social cohesion, diversity, and plurality of views in the 2023/24 financial year.

The National and Provincial Party Elections Broadcasts and Political Advertisements Regulations seek to ensure the availability of information to the voting public from political parties on their political manifestos broadcast as Party Elections Broadcasts (PEBs) and Political Advertisements (PAs). The Authority will publish the Regulations that will be applied during the 2024 National and Provincial elections to provide regulatory certainty to the broadcasting service licensees and political parties.

The Discussion Document on the review of the Digital Migration Regulations will assess the migration to digital broadcasting and beyond – which will contribute to social cohesion, diversity, and the plurality of views.

Delivery of all nine (9) of the outputs will end during the 2023/24 financial year. What will flow after their delivery requires new indicators and targets to be developed in the relevant years in which they will commence during the medium-term period.

10.4 Programme 4: Engineering and Technology

Purpose: To develop, coordinate and manage the regulatory framework for management of radio frequency spectrum including development of equipment technical standards and representing ICASA at international regulatory forums. Among the seven (7) national priorities, the programme must contribute to:

- economic transformation and job creation.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual						
			Targets			Estimated Performance	MTEF Period		
			Audited /Actual Performance				2022/23	2023/24	2024/25
2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26			
Access to quality broadband Services Increased	Radio Frequency Migration plan Developed	Percentage of Radio Frequency Migration plan Developed	-	-	-	-	50%	100%	No target
Access to quality broadband Services Increased	IMT roadmap Developed	Percentage of IMT roadmap Developed	-	-	-	-	50%	100%	No Target
Access to quality broadband Services Increased	Recommendations on South African Strategy for IMT2020 and beyond and Future Technologies produced	Number of Recommendations on South African Strategy for IMT2020 and beyond and Future Technologies produced	1	1	2	1	1	No Target	No Target
Access to quality broadband Services Increased	Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed	Percentage of Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed	-	-	-	25%	50%	75%	100%
Rights of consumers protected	Provinces monitored for Quality of service	Number of provinces monitored for Quality of Service	4	4	6	7	8	9	9

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of Radio Frequency Migration Plan Developed	50%	-	-	-	50%
Percentage of IMT roadmap Developed	50%	-	-	-	50%
Number of Recommendations on South African Strategy for IMT2020 and beyond and Future Technologies produced	1	-	-	-	1
Percentage of Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed	50%	-	-	-	50%
Number of provinces monitored for Quality of Service	8	2	2	2	2

10.4.1 Explanation of Planned Performance over the Medium-Term Period

The outputs listed below that the Programme has planned to deliver in the year of planning and the Medium-Term Period will contribute to South Africa's *access to quality broadband services* outcome:

- Frequency Migration Plan developed;
- IMT Road Map developed;
- Recommendations on South African Strategy for IMT2020 and beyond, and Future Technologies produced; and
- Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed.

The Frequency Migration Plan governs the migration of the services identified in the National Radio Frequency Plan (NRFP) 2021. This process is followed to avail the identified broadband spectrum including IMT allocated spectrum in the IMT Roadmap. The availability of broadband services to the entire population of South Africa will drive active participation in the digital economy as envisaged by the Fourth Industrial Revolution which will be enabled by 5G and beyond technologies.

Delivery of planned outputs for development of both the Radio Frequency Migration Plan and IMT Roadmap will be completed over a two (2) year period commencing in 2023/24 financial year and finalised in 2024/25 financial year, based on NRFP 2021. New outputs and indicators will be developed commencing 2025/26 financial year to implement the developed Radio Frequency Migration Plan and IMT Roadmap.

Following the deployments of 5G networks, a South African Strategy for IMT2020 and beyond, and Future Technologies is necessary to be put in place to provide a roadmap for addressing the technology, security, standards, regulations and policies necessary to advance the use and application of 5G and future technologies, and to meet future electronic communications service needs by consumers. The Programme plans to deliver the Recommendations on South African Strategy for IMT2020 and beyond, and Future Technologies in 2023/24 financial year. A new output and indicator will

be developed to finalise and implement the Strategy commencing in 2024/25 financial year

The Dynamic Spectrum Access aims to develop the framework for the second phase of Dynamic Spectrum Access and Opportunistic Spectrum Management. The first phase was the framework for the Television White Spaces (TVWS), which has been developed and implemented. The second phase is looking into introducing Dynamic Spectrum Access beyond the TVWS bands.

The Discussion Document on Dynamic Spectrum Access and Opportunistic Spectrum Management was delivered in 2022/23 financial year. In 2023/24 financial year, the Programme plans to deliver a Position Paper on Dynamic Spectrum Access and Opportunistic Spectrum Management for Bands beyond Broadcasting Bands. In 2024/25 financial year, Draft Regulations on Dynamic Spectrum Access and Opportunistic Spectrum Management for Bands beyond Broadcasting Bands will be developed and Final Regulations completed in 2024/25 financial year. A new output and indicator will be developed to commence the implementation of the Regulations in 2025/26 financial year.

In line with government's district-based coordination delivery model the Programme will ensure that the priority districts are accommodated in the execution of quarterly quality of service monitoring assessments which will be undertaken through drive tests during the 2023/24 financial year.

The Programme plans to continue to monitor the quality of service provided by the operators in provinces over the medium-term period.

9.5 Programme 5: Regions and Consumer Affairs

Purpose: To enable unimpeded national provision of electronic communications, broadcasting and postal services through compliance monitoring and enforcement.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Rights of consumers protected	Reported Radio Frequency interference cases resolved in 30 working days	Percentage of reported Radio Frequency interference cases resolved in 30 working days	96%	96%	97%	97%	98%	98%	98%
Maintained organisational service delivery	Processed licence applications / registrations within turn-around time	Level of service delivery with respect to Licence applications / registrations processed within turn-around time	-	Level 1	Level 2	Level 2	Level 3	Level 4	Level 5
Rights of consumers protected	Consumer complaints resolved	Percentage of consumer complaints resolved	85%	86%	87%	87%	88%	89%	90%
Rights of consumers protected	Consumer Advisories provided to ICASA by the Consumer Advisory Panel	Number of Advisories provided to ICASA by the Consumer Advisory Panel	1	1	1	1	1	1	1

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of reported Radio Frequency interference cases resolved in 30 working days	98%	98%	98%	98%	98%
Level of service delivery with respect to Licence applications / registrations processed within turn-around time	Level 3	Level 3	Level 3	Level 3	Level 3
Percentage of consumer complaints resolved	88%	88%	88%	88%	88%
Number of Advisories provided to ICASA by the Consumer Advisory Panel	1				1

10.5.1 Explanation of Planned Performance over the Medium-Term Period

The Authority's mandate requires it to regulate in the interest of all South African consumers including women, children and people with disabilities and protect them against harmful business practices by licensees and illegal operators within the sector.

This is achieved by ensuring that the resolution of reported cases of interference is done in an efficient and effective manner and conducting of inspections on licensees to ensure that they adhere to consumer protection regulations.

During this medium-term period, in line with government's district-based coordination delivery model the Programme will prioritise the relevant districts as identified in executing all its outputs.

11. Programme Resources Considerations

In terms of section 15 of the ICASA Act, the Authority is financed from funds appropriated by Parliament. To this end, 96.3% of the Authority's revenue over the medium term is derived via transfers (grants) from the DCDDT and 3.7% is generated from interest earned from short-term investments. Grant allocation is expected to increase from R769.4 million (inclusive is ring-fenced funding of R300m) in 2022/23 to R495.2 million in 2024/25, at an average annual rate of 5.8%. Tables 3, 4 and 5 below outline the Authority's projected revenues, expenditure estimates and overall financial position for the ENE period.

Table 3: Financial Performance

Financial Performance

Revenue	2022/23	2023/24	2024/25	2025/26	Trend	2022/23	2023/24	2024/25	Ave Ann
Tax revenue	-	-	-	-		0,0%	0,0%	0,0%	0,0%
Sale of goods and services other than capital assets	-	-	-	-		0,0%	0,0%	0,0%	0,0%
Other non-tax revenue	16 765	17 506	18 285	19 104		4,4%	4,5%	4,5%	4,4%
Transfers received	769 431	473 947	495 232	517 418		-38,4%	4,5%	4,5%	-12,4%
Total	786 196	491 453	513 517	536 523		-37,5%	4,5%	4,5%	-12,0%
Composition of revenue (% of Total)									
Tax revenue	0,0%	0,0%	0,0%	0,0%					
Sale of goods and services other than capital assets	0,0%	0,0%	0,0%	0,0%					
Other non-tax revenue	2,1%	3,6%	3,6%	3,6%					
Transfers received	97,9%	96,4%	96,4%	96,4%					

Expenses	2022/23	2023/24	2024/25	2025/26	Trend	2022/23	2023/24	2024/25	Ave Ann
Compensation of employees	341 244	356 327	372 184	388 858		4,4%	4,5%	4,5%	4,4%
Goods and services	330 657	345 272	219 361	229 189		4,4%	-36,5%	4,5%	-11,5%
Depreciation	21 666	22 624	23 630	24 689		4,4%	4,5%	4,5%	4,4%
Interest, dividends and rent on land	12	13	13	14		4,4%	4,5%	4,5%	4,4%
Transfers and subsidies	-	-	-	-		0,0%	0,0%	0,0%	0,0%
Total	693 580	724 236	615 189	642 749		4,4%	-15,1%	4,5%	-2,5%
Composition of expenses (% of Total)									
Compensation of employees	49,2%	49,2%	60,5%	60,5%					
Goods and services	47,7%	47,7%	35,7%	35,7%					
Depreciation	3,1%	3,1%	3,8%	3,8%					
Interest, dividends and rent on land	0,0%	0,0%	0,0%	0,0%					
Transfers and subsidies	0,0%	0,0%	0,0%	0,0%					

Consolidation

Receipts	2022/23	2023/24	2024/25	2025/26	Trend	2022/23	2023/24	2024/25	Ave Ann
Tax receipts	-	-	-	-		0,0%	0,0%	0,0%	0,0%
Sales of goods and services other than capital assets	-	-	-	-		0,0%	0,0%	0,0%	0,0%
Transfers received	769 431	473 947	495 232	517 418		-38,4%	4,5%	4,5%	-12,4%
Fines, penalties and forfeits	-	-	-	-		0,0%	0,0%	0,0%	0,0%
Interest and rent on land	16 765	17 506	18 285	19 104		4,4%	4,5%	4,5%	4,4%
Sales of capital assets	-	-	-	-		0,0%	0,0%	0,0%	0,0%
Financial transactions in assets and liabilities	724	756	790	825		4,4%	4,5%	4,5%	4,4%
Total	786 920	492 209	514 307	537 348		-37,5%	4,5%	4,5%	-11,9%
Composition of revenue (% of Total)									
Tax receipts	0,0%	0,0%	0,0%	0,0%					
Sales of goods and services other than capital assets	0,0%	0,0%	0,0%	0,0%					
Transfers received	97,8%	96,3%	96,3%	96,3%					
Fines, penalties and forfeits	0,0%	0,0%	0,0%	0,0%					
Interest and rent on land	2,1%	3,6%	3,6%	3,6%					
Sales of capital assets	0,0%	0,0%	0,0%	0,0%					
Financial transactions in assets and liabilities	0,1%	0,2%	0,2%	0,2%					

Expenditure	2022/23	2023/24	2024/25	2025/26	Trend	2022/23	2023/24	2024/25	Ave Ann
Compensation of employees	341 244	356 327	372 184	388 858		4,4%	4,4%	4,5%	4,4%
Goods and services	352 311	367 883	384 254	401 469		4,4%	4,5%	4,5%	4,4%
Interest and rent on land	-	7	7	7		0,0%	4,5%	4,5%	0,0%
Transfers and subsidies	-	-	-	-		0,0%	0,0%	0,0%	0,0%
Payments for capital assets	72 598	78 569	82 066	85 742		8,2%	4,4%	4,5%	5,7%
Payments for financial assets	25	-	-	-		-100,0%	0,0%	0,0%	-100,0%
Total	766 178	802 787	838 511	876 076		4,8%	4,5%	4,5%	4,6%

Source: 2022 MTEF

Table 4: Expenditure Estimates

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Audited outcome	Audited outcome	Audited outcome	Approved budget	Revised budget estimate	Revised budget estimate	Planning budget estimate
Rand thousand							
<u>Objective/Activity</u>							
Administration	255 743	236 135	267 742	304 359	317 811	331 954	346 825
Licensing	56 713	68 814	72 890	178 088	185 959	76 837	80 279
Engineering and technology	21 133	15 822	22 621	38 158	39 844	34 325	35 862
Policy research and analysis	23 564	25 195	25 945	53 500	55 865	41 765	43 636
Compliance and consumer affairs	34 155	23 439	31 435	29 374	30 672	32 037	33 473
Regions	73 777	71 363	72 853	90 102	94 085	98 272	102 674
Total	465 085	440 768	493 486	693 580	724 236	615 189	642 749
<u>Economic classification</u>				-			
Current payments	465 085	440 768	493 486	693 580	724 236	615 189	642 749
Compensation of employees	296 314	309 841	321 541	341 244	356 327	372 184	388 858
Salaries and wages	274 291	265 073	271 192	333 514	348 255	363 752	380 048
Social contributions	22 024	44 768	50 349	7 731	8 072	8 431	8 809
Goods and services	151 803	111 808	149 491	330 632	345 246	219 334	229 160
Of which							
Administrative fees	24 532	2 626	2 828	4 058	4 237	4 426	4 624
Advertising	5 571	2 276	5 093	10 154	10 603	11 075	11 571
Minor assets	-	-	58	99	104	108	113
Audit costs: External	3 934	3 376	6 502	4 692	4 899	5 117	5 346
Bursaries: Employees	-	(58)	3 700	1 980	2 068	2 160	2 256
Catering: Internal activities	-	256	227	1 691	1 765	1 844	1 927
Communication (G&S)	2 510	1 717	1 828	2 299	2 401	2 508	2 620
Computer services	15 334	13 079	12 605	17 931	18 723	19 557	20 433
Consultants: Business and advisory services	1 669	7 836	19 960	112 836	117 823	37 668	39 355
Legal services (G&S)	11 936	21 598	33 427	78 600	82 074	29 850	31 187
Science and technological services	-	-	-	-	-	-	-
Contractors	4 459	942	1 298	1 751	1 828	1 910	1 995
Maintenance and repairs of other fixed structures	4 459	163	615	625	652	681	712
Maintenance and repairs of other machinery and equipment	-	779	684	1 126	1 176	1 228	1 283
Agency and support/outourced services	-	498	392	906	946	988	1 032
Entertainment	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	1 051	1 523	1 581	1 650	1 724	1 801
Consumables: Stationery, printing and office supplies	-	470	301	1 428	1 491	1 557	1 627
Operating leases	-	57	393	155	162	169	176
Rental and hiring	-	930	1 442	4 931	5 149	5 378	5 619
Property payments	35 522	47 380	49 783	53 250	55 603	58 078	60 680
Transport provided: Internal activities	-	-	-	-	-	-	-
Travel and subsistence	21 730	991	3 536	18 827	19 659	20 534	21 454
Training and development	4 124	669	2 008	5 598	5 846	6 106	6 379
Operating payments	17 803	6 014	2 585	4 703	4 911	5 129	5 359
Venues and facilities	2 680	101	-	3 164	3 303	3 450	3 605
Depreciation	16 962	18 717	22 242	21 666	22 624	23 630	24 689
Losses from	-	229	34	25	26	27	28
Other	-	229	34	25	26	27	28
Interest, dividends and rent on land	6	173	178	12	13	13	14
Interest	6	173	178	12	13	13	14
Total Expenditure	465 085	440 768	493 486	693 580	724 236	615 189	642 749

Expenditure analysis

Programme 1: Administration

The R317 811 000 outlayed for the Programme for the medium-term period of planning includes salaries. The rest of the funds will be spent to deliver outputs planned by sub-programmes Corporates Services, Finance, Human Resources, Internal Audit and Legal Risk & Consumer Complaints Committee which must contribute towards the *organisational service delivery maintained* outcome achievement.

Programme 2: Licensing and Compliance

The R178 088 000 allocated to the Programme for the 2022/23 financial year will be spent to deliver all the outputs planned by the Programme, the key of which include licensing of the international mobile telecommunications spectrum thereby ensure delivery of the following outcomes:

- increase access to wireless broadband services,
- protection of consumers against unfair practices by service providers, and
- increase competition in the telecommunications and broadcasting sectors.

Delivery of the outcomes must lead to realisation of the organisational expected impact - *Access for all South Africans to a variety of safe, affordable & reliable communication services for inclusive economic growth.*

The estimated figures for the two financial years that conclude the medium-term period will be used to deliver new projects that normally flow out of the projects that are concluded during the year of planning which normally cannot be determined a priori. After issuing of spectrum though, the next phase is monitoring of compliance with licence terms and conditions. Part of the funds estimated for the 2023/24 financial year in the order of R185 959 000 will be used to complete the process on the Licensing of digital community television broadcasting which will be followed by monitoring in the 2024/25 financial where the estimated amount of R76 837 000 will be used.

Programme 3: Policy Research and Analysis

The focus of the estimated spending to the tune of R53 500 000 over the medium-term period is to deliver all the outputs that have been planned for the 2022/23 financial year. In the 2023/24 and 2024/25 the allocation of R55 865 000 and R41 765 000 is provided respectively.

Programme 4: Engineering and Technology

The R38 158 000 allocated, additionally is ring-fenced funding of R93 709 080 to the Programme for the 2022/23 financial year will be spent to deliver the outputs below:

- Frequency Migration Plan implemented,
- IMT Road Map implemented,
- Optimisation of the Frequency Modulation Sound Broadcasting,
- Monitoring reports on the impact of the 5G deployment in the ICT sector in South Africa,
- Framework on Dynamic Spectrum Access.

The projected figures for the 2023/24 and 2024/25 financial years will be utilised to implement projects that will be dictated by the next stages which normally follow what will be completed in 2022/23 financial year. For example, after completion of the frequency migration plan implementation, a new frequency migration plan must be developed. After completion of the IMT Road Map implementation, a new IMT Road Map must be developed.

Programme 5; Regions and Consumer Affairs

The R90 102 000 in 2022/23 is allocated, furthermore in 2023/24 and 20024/25 amounts of R94 085 000 and R98 272 000 respectively are funded for the programme. Key deliverables are interference cases, process licence applications/registrations within turn-around times, resolve consumer complaints and finance activities of the Council Advisory Panel. Delivery of outputs will contribute to the organisational delivery maintained and consumer rights protected.

Table B 1 The Independent Communications Authority of South Africa: Selected performance and operations indicators								
Indicator	Programme/Activity/ Objective	Priorities	Past			Current	Projected	
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Access to high-demand spectrum from 700 MHz, 800 MHz, 2.6GHz and 3.5 GHz bands	Licensing	0	958MHz	958MHz	700MHz - 3.5GHz	700MHz - 3.5GHz	700MHz - 3.5GHz	700MHz - 3.5GHz
Number of tariff analysis reports produced per year	Policy research and analysis	0	2	2	2	2	2	2
Number of Broadcasting licensees monitored per year	Compliance and consumer affairs	0	65	70	75	85	85	85
Percentage of consumer complaints resolved per year	Compliance and consumer affairs	0	94%	96%	95%	87%	88%	89%
Number of electronic communications network service licensees monitored per year	Compliance and consumer affairs	0	65	70	75	85	85	85

As the Authority requires personnel with highly specialized skills to conduct its work, spending on compensation of employees' accounts for an estimated 61% (R1.8 billion) of total expenditure over the medium term. The table below shows the number and cost of personnel posts filled or planned over the MTEF period. Total expenditure is set to increase from R 693.6 million in 2022/23 to R 724.4 million in 2023/24.

Salary level	Revised estimates			Medium-term expenditure estimate									Number	
	2022/23			2023/24			2024/25			2025/26			Average growth rate	Salary level/ total:
	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	418	341 244	816	418	356 327	852	418	372 184	890	418	388 858	930	4,4%	100,0%
1 – 6	18	4 095	228	18	4 277	238	18	4 467	248	18	4 667	259	4,4%	4,3%
7 – 10	208	128 843	619	208	134 538	647	208	140 524	676	208	146 820	706	4,4%	49,8%
11 – 12	130	115 425	888	130	120 526	927	130	125 890	968	130	131 530	1 012	4,4%	31,1%
13 – 16	61	90 088	1 477	61	94 069	1 542	61	98 255	1 611	61	102 657	1 683	4,4%	14,6%
17 – 22	1	2 794	2 794	1	2 918	2 918	1	3 047	3 047	1	3 184	3 184	4,4%	0,2%

Source: 2022 MTEF

Table 5: Financial Position

R Thousand	2022/23	2023/24	2024/25	2025/26
Statement of Financial Position	Approved budget	Revised budget estimate	Revised budget estimate	Planning budget estimate
ASSETS				
Current assets	1 584 943	1 654 998	1 728 645	1 806 088
Current investments	-	-	-	-
Inventory	1 070	1 117	1 166	1 219
Short-term loans	-	-	-	-
Accrued interest	-	-	-	-
Trade and other receivables from exchange transactions	9 579	10 002	10 447	10 915
Other receivables from non-exchange transactions, including taxes, fines and transfers	1 010 887	1 055 568	1 102 540	1 151 934
Prepayments	10 125	10 573	11 043	11 538
Cash and cash equivalents	553 283	577 738	603 447	630 482
Non-current assets held for sale	-	-	-	-
Other current financial assets	-	-	-	-
VAT receivable	-	-	-	-
Construction contracts and receivables	-	-	-	-
Income tax receivable	-	-	-	-
Derivatives financial instruments	-	-	-	-
Non-current assets	186 078	194 303	202 949	212 041
Property, plant and equipment	163 556	170 785	178 385	186 377
Intangible assets	22 522	23 518	24 564	25 665
Total assets	1 771 021	1 849 300	1 931 594	2 018 130
LIABILITIES				
Current liabilities	1 616 953	1 688 422	1 763 557	1 842 564
Payments received in advance	7 572	7 907	8 259	8 629
Trade and other payables from exchange transactions	1 574 312	1 643 897	1 717 050	1 793 974
Other payable from non-exchange transactions, including taxes, fines and transfers	25	26	27	28
Current provisions	35 011	36 558	38 185	39 896
Provisions for outstanding claims	35 011	36 558	38 185	39 896
Current portion of finance lease liability	33	34	36	37
Non-current liabilities	12 312	12 857	13 429	14 030
Operating Lease Liability	12 312	12 857	13 429	14 030
Total liabilities	1 629 265	1 701 279	1 776 986	1 856 595
NET ASSETS	141 756	148 022	154 609	161 535
Accumulated surplus / (deficit)	141 756	148 022	154 609	161 535
Reserves	-	-	-	-
Total net assets and liabilities	1 771 021	1 849 300	1 931 594	2 018 130
Contingent liabilities	-	-	-	-

12. Updated Key Risks

Table 6: Key Risks

#	Outcome	Key Risks	Risk Mitigation
1	Access to quality broadband Services Increased	<ul style="list-style-type: none"> Potential delays in regulatory interventions due to litigation by stakeholders [# 1,2,3,4] Inability/Limitation to execute our mandate independently due to political interference and/or undue influence (lobbying) [#1, 2,3 & 4] 	<ul style="list-style-type: none"> Transparency Adherence to Process and Procedures Effective engagement with the policy makers. Effective Monitoring and Enforcement
2	Status of Social Cohesion (inclusive of Diversity of Views) enhanced	<ul style="list-style-type: none"> Possible delays in the assignment of spectrum to radio communication services in SA due to late approval of the National Radio Frequency Plan [#1 & 4] 	<ul style="list-style-type: none"> Transparency Adherence to Process and Procedures
3	Rights of Consumers Protected	<ul style="list-style-type: none"> Non-adherence by licensees to licence terms and conditions and regulatory requirements [#1, 2, 3 & 4] 	<ul style="list-style-type: none"> Transparency Adherence to Process and Procedures Continuous Monitoring and Market Scanning Periodical review of regulatory measures in place Enhance research and development activities
4	Competition in the ICT Sector Promoted		<ul style="list-style-type: none"> Transparency Adherence to Process and Procedures Monitoring and Enforcement
5	Organisational service delivery maintained	Failure to achieve regulatory targets due to inadequate funding, reductions in MTEF allocations and mandate changes due to reconfiguration of entities and or policy/legislative changes	<ul style="list-style-type: none"> Proposal on revision of ICASA funding model Stakeholder management Effective consultation with the Ministry
		Failure to ensure business continuity due to the COVID-19 pandemic	<ul style="list-style-type: none"> Acquisition / enhancement of organisational IT and related systems to automate functions and allow for remote / online

			<ul style="list-style-type: none"> • Provision of tools necessary for remote working to all staff • Provision of protective clothing and associated tools to all field workers • Disinfection activities carried out across all ICASA premises and for all ICASA vehicles • Implementation of a cleansing routine to keep the premises clear of potential infections
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Part D: Technical Indicator Descriptions (TID)

13. Programme 1: Administration

Sub-Programme: Corporate Services

Indicator Title	Value of communication services provided through monitoring of the media environment
Definition	The indicator measures the rand value of what it would have cost to place an advertisement on various media platforms – the advertising value equivalent (AVE). The media platforms are Print and Broadcast (Radio and Television). In the context of ICASA, the AVE is the media coverage received through media relations. The media relations is the number of media statements issued by ICASA's thought leadership articles published and the broadcast interviews undertaken by ICASA spokespeople.
Source of Data	Media statements, radio and television interviews
Method of Calculation/assessment	The AVE is calculated by measuring the column centimetres (in the case of print), or the number of seconds of an interview (in the case of broadcast media) and multiplying the numbers by the respective medium's advertising rates (rate card). The various numbers are aggregated (across all the platforms), the resulting number is the media coverage achieved, ie. the overall AVE within a specific period.
Means of verification	Media monitoring report
Assumptions	ICASA spokespeople available to conduct interviews timeously
Disaggregation of beneficiaries (where applicable)	All ICASA customers
Spatial transformation (where applicable)	Across South Africa
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	An AVE of R15 million quartely average
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Number of communication products published to grow the share of voice of ICASA
Definition	This is the number of communication products published to grow the share of voice of ICASA. The voice of ICASA means the brand visibility of the Authority and its products amongst current customers and potential customers. The voice will be determined by the products published. The identified communication products are

	1. Quarterly newsletters (4) 2. Annual report (1),
Source of data	Published documents
Method of Calculation / Assessment	Counting
Means of verification	Published documents
Assumptions	The organisation, more specifically regulatory divisions, will provide all the content required timeously
Disaggregation of Beneficiaries (where applicable)	All ICASA customers
Spatial Transformation (where applicable)	Across South Africa
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	A total of 5 publications by the end of the year.
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Number of international engagements facilitated by ICASA
Definition	<p>The indicator measures the number of international engagements facilitated by ICASA.</p> <p>ICASA facilitates engagements across the following international platforms:</p> <ul style="list-style-type: none"> • Multilateral bodies (International Telecommunications Union, Universal Postal Union, Commonwealth Telecommunications Organisation etc.) • Regional cooperation and technical working committees (Communication Regulator of Southern Africa, African Telecommunications Union, Pan African Postal Union, SmartAfrica) • International Fora (Wireless World Research Forum and International Institute Communications) • Bilateral engagements <p>ICASA officials provide technical expertise and support to specific country mandates and positions in the international fora</p> <p>The quarterly target breakdown will be as follows</p> <p>Q1:</p> <p>One (1) Report on International Engagements, The report will incorporate meetings that have taken place in the fourth quarter of the previous financial year (2022/23) and the half of the first quarter of the planning financial year (2023/24). The lagging time frame is due to the fact that certain meetings take place in between quarters.</p> <p>Q2:</p>

	<p>One (1) Report on International Engagements, The report will incorporate meetings that have taken place during the latter part of the first quarter of the 2023/24 FY and half of the engagements from the second quarter of the 2023/24 FY. The lagging time frame is due to the fact that certain meetings take place inbetween quarters.</p> <p>Q3:</p> <p>One (1) Report on International Engagements, The report will incorporate meetings that have taken place during the latter part of the second quarter of the 2023/24 FY and half of the engagements from the third quarter of the 2023/24 FY. The lagging time frame is due to the fact that certain meetings take place inbetween quarters.</p> <p>Q4:</p> <p>One (1) Report on International Engagements, The report will incorporate meetings that have taken place during the latter part of the third quarter of the 2023/24 FY and half of the engagements from the fourth quarter of the 2023/24 FY. The lagging time frame is due to the fact that certain meetings take place inbetween quarters.</p>
Source of data	Electronic Communications Act, International schedule of engagements and reports received from the engagements
Method of Calculation / Assessment	Counting
Means of verification	International engagements reports of contributions by ICASA Officials for the financial year
Assumptions	All ICASA nominated officials will participate and provide the required expertise and support to the programme and submit the reports
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Across South Africa
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	International engagements facilitated in pursuance of South Africa's interests
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Percentage of OHS Annual Plan implemented
Definition	<p>The indicator measures the percentage of implementation on the OHS Plan in compliance to Occupational Health and Safety Act, 1993, related regulations and guidelines</p> <p>Q1 – 22%</p> <ul style="list-style-type: none"> • OHS quarterly report • OHS Committee meeting. <p>Q2- 56%</p> <ul style="list-style-type: none"> • OHS quarterly report • OHS Committee meeting • Six (6) emergency evacuation drills <p>Q3 – 78%</p> <ul style="list-style-type: none"> • OHS quarterly report • OHS Committee meeting <p>Q4 – 100%</p> <ul style="list-style-type: none"> • OHS quarterly report • OHS Committee meeting
Source of Data	Occupational Health & Safety legislation, regulations & guidelines
Method of Calculation/assessment	Total number of OHS Annual Plan activities completed divided by the total number of OHS Annual Plan activities planned, multiplied by 100
Means of verification	OHS annual plan
Assumptions	Employees' willingness to comply with the control measures put in place to meet the legislative requirements of the Occupational Health & Safety Act.
Disaggregation of beneficiaries (where applicable)	Across all ICASA employees
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Meet or exceed the set target to increase compliance with OHS legislation, regulations & guidelines
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Percentage of EDRMS annual plan implemented
Definition	<p>This indicator measures the percentage of Electronic Documents Records Management System (EDRMS) annual plan implemented within the specified timeframes.</p> <p>Q1 – 25%</p>

	<p>Quarterly report providing a synopsis of the activities that have taken place including the usage, migration and awareness campaigns conducted</p> <p>Q2 – 50%</p> <p>Quarterly report providing a synopsis of the activities that have taken place including the usage, migration and awareness campaigns conducted</p> <p>Q3 – 75%</p> <p>Quarterly report providing a synopsis of the activities that have taken place including the usage, migration and awareness campaigns conducted.</p> <p>Q4 – 100%</p> <p>Quarterly report providing a synopsis of the activities that have taken place including the usage, migration and awareness campaigns conducted.</p>
Source of Data	EDRMS system
Method of Calculation/assessment	Addition of nominal quarterly deliverables percentages to a total sum.
Means of verification	Reports from the EDRMS on user connections
Assumptions	Continued usage of EDRMS by licensed users
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Usage of the EDRMS system by licensed users
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Amount of business intelligence gathered from analysis of integrated business systems data
Definition	The indicator measures the amount of new Business Intelligence (BI) gathered from analysis of integrated business systems data through counting of BI reports produced from analysis of integrated business systems data.
Source of Data	Power BI system
Method of Calculation/assessment	Counting
Means of verification	Reports from Power BI system
Assumptions	Availability of credible data to analyse

Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	2 integrated reports from the Power BI System
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Number of security incidents being monitored on IT Systems
Definition	The indicator measures the number of security incidents being monitored on IT Systems to safeguard the IT environment from cyber threats
Source of Data	SIEM solution
Method of Calculation/assessment	Counting
Means of verification	Reports from SIEM system
Assumptions	Availability of credible data to analyse
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-end
Reporting Cycle	Weekly/Quarterly
Desired Performance	52 weekly reports
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Percentage of IT Systems efficiency
Definition	The indicator measures the efficiency of the ICASA IT operational environment
Source of Data	Uptime Reports VOX
Method of Calculation/assessment	$(\text{Server uptime\%} + \text{Internet uptime\%} + \text{network uptime\%} + \text{helpdesk SLA\%}) / 4$
Means of verification	SCCM Reports Internet Statistical reports Wide area network availability reports Helpdesk stats
Assumptions	Availability of credible data to analyse
Disaggregation of beneficiaries (where applicable)	Not applicable

Spatial transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Monthly/Quarterly
Desired Performance	IT Efficiency > 98%
Indicator Responsibility	Executive: Corporate Services

Sub-Programme: Finance

Indicator Title	Percentage progress in achieving the desired clean audit
Definition	<p>The indicator measures the interventions towards the achievement of a clean audit relating to</p> <ul style="list-style-type: none"> - Payment of suppliers within 30 working days - Prevention of Irregular, Fruitless and Wasteful Expenditure - Prevention of Unauthorised Expenditure - Preparation of Financial Statements free from material errors or misstatements <p>The above aspects must be complied with in line with the PFMA No. 1 of 1999 and the accounting standards. Implementation of the interventions will contribute towards the achievement of a clean audit by ICASA.</p> <p>Q1 – 100%</p> <ul style="list-style-type: none"> - Payment of valid supplier invoices within 30 days - Zero Irregular, Fruitless and Wasteful Expenditure - Zero Unauthorised Expenditure - Preparation of the prior year Annual Financial Statements in line with the Accounting Standards <p>Q2 – 100%</p> <ul style="list-style-type: none"> - Payment of valid supplier invoices within 30 days - Zero Irregular, Fruitless and Wasteful Expenditure - Zero Unauthorised Expenditure - Preparation of Quarter 1 Financial Statements in line with accounting standards <p>Q3 – 100%</p> <ul style="list-style-type: none"> - Payment of valid supplier invoices within 30 days - Zero Irregular, Fruitless and Wasteful Expenditure - Zero Unauthorised Expenditure - Preparation of Quarter 2 Financial Statements in line with accounting standards <p>Q4 – 100%</p> <ul style="list-style-type: none"> - Payment of valid supplier invoices within 30 days - Zero Irregular, Fruitless and Wasteful Expenditure - Zero Unauthorised Expenditure - Preparation of Quarter 3 Financial Statements in line with accounting standards
Source of data	Audit Report 2022/23FY, Invoices, Fruitless and Wasteful Expenditure Report, Unauthorised Expenditure Report, Quarterly and Annual Financial Statements.
Method of Calculation / Assessment	As per quarterly targets above
Means of verification	Management reports on supplier payments within 30 working days;

	Internal Audit Reviews conducted on UIFW; Quarterly and Annual Financial Statements reviews
Assumptions	Continued billing of ICASA by suppliers, expenditure on projects and administration, books of accounts to reconcile
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	Clean audit from the AGSA after audit of the 2023/24FY
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of Licence Fees Collected
Definition	The indicator measures the percentage of licence fees collected based on licences issued. In terms of the ECA, read with the ICASA Act and the relevant regulations, ICASA must collect licence fees and transfer such collections to the National Revenue Fund.
Source of data	Bank statements for amount collected List of invoices for amounts billed
Method of Calculation / Assessment	Licence fees collected from licencees divided by licence fees invoiced multiplied by 100
Means of verification	Bank statements for amount collected List of invoices for amounts billed
Assumptions	All licensees will pay their annual license fees on time without requesting payment plans.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	99%
Indicator Responsibility	Chief Financial Officer
Indicator Title	Percentage of procurement spend on companies owned by Woman
Definition	The indicator measures the percentage of procurement spend on companies majority (>51%) owned by women
Source of data	National Treasury Central Supplier Database (CSD) and ICASA Finance Records
Method of Calculation / Assessment	Procurement spent on companies majority (>51%) owned by women/ total procurement spend
Means of verification	Purchase orders, CSD report
Assumptions	Designated companies will respond to our procurement request.

Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	10% annual target achieved
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of procurement spend on companies owned by youth
Definition	The indicator measures the percentage of procurement spend on companies majority (>51%) owned by youth (18-35yrs)
Source of data	National Treasury Central Supplier Database (CSD)
Method of Calculation / Assessment	Procurement spent on companies majority (>51%) owned by youth (18-35yrs)/ Total procurement spend
Means of verification	Purchase orders, CSD report
Assumptions	Designated companies wil respond to our procurement request.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	15%
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of procurement spend on companies owned by people with disabilities
Definition	The indicator measures the percentage of procurement spend on companies majority (>51%) owned by people with disabilities
Source of data	National Treasury Central Supplier Database (CSD)
Method of Calculation / Assessment	Procurement spent on companies majority (>51%) owned by people with disabilities/ Total procurement spend
Means of verification	Purchase orders, CSD report
Assumptions	Designated companies wil respond to our procurement request.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	2%
Indicator Responsibility	Chief Financial Officer

Sub-Programme: Human Resources

Indicator Title	Staff vacancy rate maintained
Definition	<p>The indicator measures the staff vacancy rate in the organisation.</p> <p>The organisation seeks to ensure that the vacancy rate is maintained at 7% during the 2023/24FY while maintaining its commitment to long-term vacancies reduction in line with the government's long-term HRD Strategy and HR Development Framework. In the same vein, the organisation will also strive for long-term improvement of its Employment Equity status as required under the Employment Equity Act and the Authority's Employment Equity Plan.</p>
Source of data	Recruitment, resignation and dismissal information
Method of Calculation / Assessment	Number of staff vacancies divided by the number of approved positions multiplied by 100
Means of verification	HR Operational Report
Assumptions	<p>Enough funding to fill positions.</p> <p>Presence of a qualified pool of potential employees from which to recruit.</p> <p>No blanket moratorium against recruitment for vacancies.</p>
Disaggregation of Beneficiaries (where applicable)	Women, Youth and People with Disabilities
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	All budgeted positions filled
Indicator Responsibility	Executive: Human Resources
Indicator Title	Number of SABPP audits completed
Definition	<p>The indicator measures the number of SABPP audits completed. South African Board of Personnel Practitioners (SABPP), is a professional body for HR practitioners in South Africa which audits HR practices. The SABPP has developed 13 HR Management Standards, and they will audit ICASA's HR processes and policies against each of these Standards. This audit will support the ongoing development and professionalisation of ICASA's HR Function. It will also enable the Authority to provide the best services possible to all ICASA employees and clients.</p>
Source of data	ICASA HR processes, systems, and policies
Method of Calculation / Assessment	Counting
Means of verification	SABPP Audit report
Assumptions	Availability of ICASA HR processes, systems, and policies
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA

Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	The successful completion of the SABPP Audit
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of Employee Engagement Surveys completed
Definition	The indicator measures the number of employee engagement surveys completed. The purpose of the employee engagement surveys is to benchmark and monitor employee attitudes and commitment level towards the organisation, leadership, their roles, and the different stakeholders they serve. To find out the factors that drive employees to perform their best. This survey data measures employee engagement, identify specific drivers of employee engagement at ICASA, provide report results through team lenses, and provide actionable results and supporting tools to create an environment that empowers and employees to be responsive and engaged within ICASA.
Source of data	Employees of ICASA
Method of Calculation / Assessment	Counting
Means of verification	Employee Engagement Survey
Assumptions	Low participation rate amongst employees
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	The successful completion of the employee engagement surveys
Indicator Responsibility	Executive: Human Resources

Indicator Title	Percentage of Workplace Skills Plan implemented
Definition	<p>The indicator measures implementation of the Workplace Skills Plan (WSP).</p> <p>A Workplace Skills Plan is a requirement of Media, Information and Communication Technologies (MICT) Seta, which ICASA subscribes to. Compliance with the Seta requirements enables ICASA to provide occupationally directed learning activities to enhance the knowledge and practical skills, of its workforce to meet current and future occupational requirements for optimal organisational performance.</p>

	<p>WSP refers to a plan to train and develop employees to close performance gaps and to develop future capacity.</p> <p>WSP is directed at effective learning and development within the Authority.</p> <p>The Annual Training Report (ATR) is a follow-up on the WSP, as it reports on the education and training interventions that were delivered in the previous year. This report also consists of all training attendance registers, proof of expenditure, training providers used.</p> <p>The plan will be implemented in one year divided into four stages:</p> <p>Q1 – 25% - Submit WSP/ATR to Media Information and Communication Technologies (MICT) Seta Q2 – 25% - Compile a training needs analysis Q3 – 25% - Receive approval letter from MICT Seta Q4 – 25% - Consolidated IDPs for 2023/24</p>
Source of data	Acknowledgement letter from MICT Seta, Training Tracker, and Consolidated Individual Development Plans (IDP).
Method of Calculation / Assessment	Amount of WSP/ATR implemented divided by the total WSP/ATR multiplied by 100
Means of verification	SETA approval letter
Assumptions	Compliance with MICT SETA requirements
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	Full implementation of WSP/ATR
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of Employee Wellness Initiatives
Definition	<p>The indicator measures the number of employee wellness initiatives completed. The purpose of the employee wellness initiatives is as follows:</p> <ul style="list-style-type: none"> • Improve employee health and well-being; • Empower employees with health education and lifestyle skills that enable them to achieve their best possible health; • Positively affects employee morale and job satisfaction; • Optimise performance and productivity; and • Provide a valued, tangible employee benefit <p>Well-executed employee wellness initiatives can reduce health care costs, augment productivity and increase employee</p>

	retention, providing further support for the correlation between personal health and job satisfaction.
Source of data	Employees of ICASA
Method of Calculation / Assessment	Counting
Means of verification	Employee Wellness Initiatives
Assumptions	Low participation rate amongst employees
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	The successful completion of four (4) Employee Wellness Initiatives
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of women in the professional occupational level employed
Definition	The indicator measures the number of women in the professional occupational level (D Level positions) within ICASA. The purpose of this initiative is to empower women in leadership positions within ICASA that support the efforts of the Department of Planning, Monitoring and Evaluation (DPME) and the Department of Women Youth and Persons with Disabilities to improve gender mainstreaming initiatives within the public sector.
Source of data	Recruitment, resignation and dismissal information
Method of Calculation / Assessment	Counting
Means of verification	HR Operational Report
Assumptions	Receipt of applications from women for professional occupational level positions
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	A workforce that have 39 women within the professional occupational level
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of youth employed
Definition	The indicator measures the number of youths employed within ICASA. The purpose of the employment of youth initiative is to

	create career opportunities for the youth of South Africa and supports the efforts of the Department of Planning, Monitoring and Evaluation (DPME) and the Department of Women, Youth and Persons with Disabilities to improve the unemployment rate within South Africa. In South Africa, youth consist of those aged 15 to 34 years (StatsSA, 2022). The Graduate Development Programme forms an integral part in the appointment of youth within the Authority
Source of data	Recruitment, resignation and dismissal information
Method of Calculation / Assessment	Counting
Means of verification	HR Operational Report
Assumptions	Receipt of applications from unemployed youth
Disaggregation of Beneficiaries (where applicable)	Women, youth and people with disability within ICASA
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	A workforce that has 34 youth within ICASA.
Indicator Responsibility	Executive: Human Resources

Indicator Title	Number of Persons with Disabilities employed
Definition	The indicator measures the number of persons with disabilities employed within ICASA. The purpose of the employment of Persons with Disabilities initiative is to create career opportunities for persons with disabilities youth of South Africa and supports the efforts of the Department of Planning, Monitoring and Evaluation (DPME) and the Department of Women, Youth and Persons with Disabilities to improve likelihood of persons with disabilities within South Africa.
Source of data	HR Operational Report
Method of Calculation / Assessment	Recruitment, resignation and dismissal information
Means of verification	Counting
Assumptions	Receipt of job applications from Persons with Disabilities
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	A workforce that has 5 persons with disabilities within ICASA.
Indicator Responsibility	Executive: Human Resources

Sub-Programme: Internal Audit

Indicator Title	Level of assurance provided
Definition	<p>The indicator measures the level of audit assurance provided to Audit, Risk, Ethics and Disclosures Committee (AREDC) and Management.</p> <p>Quarter 1: Level 1: Complete 20% to 30% of the projects as detailed in the approved annual audit plan, considering the subsequent approved changes.</p> <p>Quarter 2: Level 2: Complete 31% to 50% of the projects as detailed in the approved annual audit plan, considering the subsequent approved changes.</p> <p>Quarter 3: Level 3: Complete at least 51% to 70% of the projects as detailed in the approved annual audit plan, considering the subsequent approved changes.</p> <p>Quarter 4: Level 4: Complete 71% to 100% of the projects as detailed in the approved annual audit plan, considering the subsequent approved changes.</p>
Source of data	Data will be collected from the approved annual audit plan, subsequent changes approved by the AREDC and issued quarterly Internal Audit progress reports
Method of Calculation / Assessment	<p>The level of assurance will be measured as per defined measurement criteria. Method of calculation to determine level will be:</p> <p>Number of completed audits divided by the total number of audits in the audit plan multiplied by 100 and this will signify the level achieved.</p>
Means of verification	Internal Audit Assurance reports issued and progress reports produced for AREDC.
Assumptions	Availability of resources, the auditees and information.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Meet or exceed level 4 as per defined criteria
Indicator Responsibility	Chief Audit Executive

Indicator Title	Number of consulting assignments completed
Definition	<p>The indicator measures the number of consulting assignments completed. They include:</p> <ul style="list-style-type: none"> • Involvement in projects; and • Ad Hoc requests.

Source of data	Data will be collected from the approved annual audit plan, subsequent changes approved by the AREDC and quarterly reports issued.
Method of Calculation / Assessment	Counting
Means of verification	Internal Audit Consulting and ad-hoc reports issued and progress reports produced for AREDC.
Assumptions	Availability of resources, the auditees and information
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	National
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Execute all consulting assignments taken-up
Indicator Responsibility	Chief Audit Executive

Sub-Programme: Legal Risk & CCC

Indicator Title	Percentage of legal services provided to client within SLA turnaround times
Definition	<p>The indicator measures the percentage of legal services provided within SLA turnaround times. The service comprises the following:</p> <ol style="list-style-type: none"> 1. Legal advice to Committees - 20 working days 2. Vet, draft regulations and other regulatory documents: 15 working days 3. Contracts: 10 working days 4. Internal legal opinions: 10 working days 5. Policy vetting: 15 working days 6. Informing Council of legal actions: 4 working days
Source of data	Instructions received, vetting requests, draft regulations and other regulatory documents vetting/drafting requests, contract/addendum drafting requests, internal legal opinions requests, policy vetting requests and legal suits received
Method of Calculation / Assessment	<p>Number of legal advice, vetting and drafting provided, as per SLA turnaround times; divided by legal advice, vetting and drafting requested multiplied by 100</p> <p>The method of calculation will be as follows:</p> <ol style="list-style-type: none"> 1. Number of legal advices provided to Committees within 20 working days - divided by the number of legal advices requested - multiplied by 100 2. Number of regulations and other regulatory documents vetted/drafted within 15 working days - divided by the number of vetting/drafting requests - multiplied by 100

	<p>3. Number of contracts drafted / vetted within 10 working days - divided by the number of contracts requested - multiplied by 100</p> <p>4. Number of internal legal opinions provided within 10 working days - divided by the number of internal legal opinions requested - multiplied by 100</p> <p>5. Number of policy vettings provided within 15 working days - divided by the number of policy vettings requested - multiplied by 100</p> <p>6. Number of legal notices provided to Council - divided by the number of legal suits received - multiplied by 100</p> <p>Total calculation: Legal services provided / Legal services requested multiplied by 100</p>
Means of verification	Legal advice report; vetting memo, emails/correspondence sent, draft regulations and other regulatory documents report; Contracts and General Legal Support report; Internal legal opinions report.
Assumptions	Cooperation by other Programmes
Disaggregation of Beneficiaries (where applicable)	All women, youth and people with disabilities
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	80% of legal services provided within SLA turnaround times
Indicator Responsibility	Executive: Legal, Risk and CCC

Indicator Title	Percentage of cases assessed for adjudication by the CCC in accordance with the CCC Handbook
Definition	The indicator measures the percentage of cases assessed within the timelines stipulated in the CCC Handbook
Source of data	Data will be collected from Regulatory Divisions of ICASA and/or Complainants (Members of the public and Licensees)
Method of Calculation / Assessment	Number of cases assessed within specified timelines in terms of CCC handbook (5 working days) divided by total number of cases received by CCC multiplied by 100
Means of verification	Report of assessed CCC cases
Assumptions	Availability of all relevant information for assessment of cases.
Disaggregation of Beneficiaries (where applicable)	All South Africans
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	90% of all the cases referred for adjudication assessed within specified timelines
Indicator	Executive: Legal, Risk and CCC

Responsibility	
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Indicator Title	Risk maturity level of the organisation
Definition	<p>The indicator measures the risk maturity of the organisation in accordance with Risk Capability Model.</p> <ul style="list-style-type: none"> ▪ Initial- the organisation is at initial stages of the risk management processes. Functions are not intended. Management has no confidence that enterprise risk management has been embedded into the organisation. ▪ Repeatable-some function appear to be effective, however there still major deficiencies in the process. Significant process gaps need to be closed <p>3. Defined-Clearly outline enterprise Risk Management processes. There is a room for improvement in the process.</p> <p>4. Managed- The Enterprise Risk Management (ERM) function is well directed and controlled. Most functions are designed correctly and are in place and effective</p> <p>5. Optimised-The ERM function is totally effective and efficient, totally implemented, user friendly and is best practice. Nothing more to be done except monitor and review</p>
Source of data	Data will be collected from survey on risk maturity
Method of Calculation / Assessment	The organisation's risk maturity level will be measured using the acceptable risk maturity level standards whose custodian is LRCCC
Means of verification	Risk maturity report based on Risk framework
Assumptions	There will always be risks for ICASA to deal with
Disaggregation of Beneficiaries (where applicable)	Internal and external stakeholders
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Risk maturity level 3
Indicator Responsibility	Specialist: Risk and Compliance

Indicator Title	Compliance maturity level of the organisation
Definition	<p>The indicator measures compliance maturity of the organisation in accordance with Compliance Institute Framework</p> <p>1. Initial -Compliance function is siloed and inconsistent.</p> <p>2. Development- Compliance function is organised but reactive.</p> <p>3. Managed- Compliance function is actively managed and proactive.</p> <p>4. Optimal- Compliance function is fully integrated and embedded.</p>
Source of data	Data will be collected from survey on compliance maturity

Method of Calculation / Assessment	The organisation's compliance maturity level will be measured using the acceptable compliance maturity level standards whose custodian is LRCCC
Means of verification	Compliance maturity report based on the Framework
Assumptions	Cooperation by other Programmes
Disaggregation of Beneficiaries (where applicable)	Internal and external stakeholders
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Compliance maturity level 3
Indicator Responsibility	Specialist Risk and Compliance

Indicator Title	Percentage of the disaster management plan developed
Definition	The indicator measures development of ICASA Disaster Management Plan relating to the Disaster Risk Reduction. Quarter 1: 25% (Status quo analysis report on ICASA's Disaster Management) Quarter 2: No target Quarter 3: 75% (Draft Disaster Management Plan) Quarter 4: 100% (Final ICASA Disaster Management Plan Approved by Council)
Source of data	Business Continuity Plan, Minutes of the Disaster Management Meetings, engagements with staff
Method of Calculation / Assessment	Completed stages as per allocated quarterly percentage weightings
Means of verification	Disaster Management Plan
Assumptions	Availability of resources, processes, systems, and policies
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Disaster Management Plan developed and approved by Council
Indicator Responsibility	Risk and Compliance Specialist

14. Programme 2: Licensing and Compliance

Indicator Title	Percentage of the process to issue radio frequency spectrum licences to successful bidders from the IMT Spectrum Auction completed
Definition	This indicator measures the completion of the process to issue radio frequency spectrum licences to the bidders that would be

	<p>qualified as bidders in the second phase of the licensing of the IMT Spectrum. This is a multi-year project initiated in the financial year 2023/24 and planned to be completed in the financial year 2024/25 by issuing a radio frequency spectrum licence to the respective bidders, constituting 100% of the entire process.</p> <p>The quarterly targets are as follows:</p> <p>Q1: 10% [Appointment of the Service Providers]</p> <p>Q2: 30% [ITA adopted by the Committee]</p> <p>Q3: 60% [Pre-qualification stage completed]</p> <p>Q4: 80% [Report regarding the licensing process adopted by the Committee]</p>
Source of data	Quarterly and Annual reports.
Method of Calculation / Assessment	Completed stages as per allocated percentage weightings.
Means of verification	Letter of appointment, Committee Minutes, Letters to the Applicants, Council Minutes, Issued Licenses
Assumptions	No litigation on the licensing process; and To publish a responsive ITA.
Disaggregation of Beneficiaries (where applicable)	All South African citizens
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	80%(Report regarding the licensing process adopted by the Committee)
Indicator Responsibility	Senior Manager: Spectrum Licensing

Indicator Title	Percentage of the process to licence Digital Community Television Broadcasting services on MUX 1 completed
Definition	<p>The indicator measures the completion of the process for the licensing of Digital Community Television Broadcasting Services on MUX 1.</p> <p>This is a multi-year project. The licensing process is initiated by the publication of notice regarding applications in the 2022/23 FY and the licensing process is concluded by the Report regarding the licensing process of DTT Mux 1 Community Television Broadcasting Services, constituting 100% of the process in the 2023/24 FY.</p> <p>Q1 = No Target</p>

	<p>Q2 = No Target</p> <p>Q3 = 100% (Report regarding the licensing process of DTT Mux 1 Community Television Broadcasting Services approved by Council)</p> <p>Q4 = No Target</p>
Source of data	Quarterly and Annual reports, Government Gazette and website.
Method of Calculation / Assessment	Completed stages as per allocated percentage weightings
Means of verification	Report regarding the licensing process of DTT Mux 1 Community Television Broadcasting Services
Assumptions	Budget and receipt of applications
Disaggregation of Beneficiaries (where applicable)	All South African citizens
Spatial Transformation (where applicable)	N/A
Calculation Type	Non Cumulative
Reporting Cycle	Annual
Desired performance	100% (Report regarding the licensing process for Digital Community Television Broadcasting Services on MUX 1 approved Council)
Indicator Responsibility	Senior Manager: ICT Licensing Services

15. Programme 3: Policy Research and Analysis

Indicator Title	Number of SAPO tariffs analysis reports approved
Definition	<p>The indicator measures the analysis report of South African Post Office (SAPO)'s annual tariffs application. This process will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: No deliverable Q2: No deliverable Q3: Draft tariff analysis report – 0.50 Q4: Approved tariff analysis report – 1</p>
Source of data	Current Government Gazette on SAPO Tariffs, submissions from SAPO
Method of Calculation / Assessment	Counting
Means of verification	Approved analysis report of SAPO's annual tariffs application.
Assumptions	Provision of required information by SAPO
Disaggregation of Beneficiaries (where applicable)	All consumers, SAPO
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year to date

Reporting Cycle	Quarterly
Desired performance	SAPO tariffs analysis report approved by Council.
Indicator Responsibility	Executive: PRA

Indicator Title	Number of SAPO Regulated Financial Statements analysis reports assessed
Definition	The indicator measures the assessment of SAPO Regulated Financial Statements (RFS) in accordance with Accounting Separation Regulations, 2011. The result is the analysis report of the SAPO RFS. The review and analysis will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: Approval of SAPO Operators Procedure Manual (OPM) analysis report by Council – 0.33 Q2: No Deliverable Q3: Draft SAPO RFS analysis report – 0.66 Q4: Approval of RFS analysis report by Council -1
Source of data	Current regulations, stakeholder submissions (OPM & RFS)
Method of Calculation / Assessment	Counting
Means of verification	RFS analysis report approved by Council
Assumptions	Stakeholders submissions
Disaggregation of Beneficiaries (where applicable)	All consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Evaluated RFS analysis report approved by Council
Indicator Responsibility	Executive: PRA

Indicator Title	Number of bi-annual tariff analysis reports produced
Definition	The indicator measures production of tariff analysis reports The delivery of the tariff analysis reports will happen in stages as quarterly deliverables as follows: Q1: No deliverable – 0 Q2: Tariff analysis report – 1 Q3: No deliverable – 0 Q4: Tariff analysis report – 1
Source of data	Tariff notifications from licensees
Method of Calculation / Assessment	Counting
Means of verification	Tariff analysis reports
Assumptions	Tariff notifications by licensees
Disaggregation of Beneficiaries (where applicable)	All consumers

Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired performance	Tariff analysis reports produced and approved by OPCO/EXCO
Indicator Responsibility	Executive: PRA

Indicator Title	Number of regulations on Call Termination developed
Definition	<p>The indicator measures the review of the Call Termination Amendment Regulations, 2018 in order to determine new wholesale voice call termination rates. The result is amended call termination regulations arising from the review of the wholesale voice call termination market in terms of section 67(8) of the ECA in order to achieve effective competition of the retail voice market.</p> <p>The review will happen in stages as quarterly deliverables which are assigned ratio of completion as follows: Q1: No deliverable Q2: No deliverable Q3: Draft regulations – 0.50 Q4: Final Call Termination Amendment Regulations – 1</p>
Source of data	Current regulations, Licensees' information
Method of Calculation / Assessment	Counting
Means of verification	Amended Call Termination Regulations
Assumptions	Stakeholders submissions
Disaggregation of Beneficiaries (where applicable)	All consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Approval of the Call Termination Amendment Regulations by Council
Indicator Responsibility	EXECUTIVE: PRA

Indicator Title	Number of regulations relating to the definition of advertising, Infomercials and Programme Sponsorship in Respect of Broadcasting services developed
Definition	<p>The indicator measures delivery of the regulation of advertising, infomercials and Programme Sponsorship in respect of broadcasting services.</p> <p>The delivery of the regulation will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p>

	Q1: Final Regulations - 1 Q2: No deliverable Q3: No deliverable Q4: No deliverable
Source of data	Stakeholder submissions, research report, current regulations, discussion document, public hearing, draft regulations.
Method of Calculation / Assessment	Counting
Means of verification	Regulation relating to the definition of advertising, Infomercials and Programme Sponsorship in Respect of Broadcasting services
Assumptions	Absence of litigation, stakeholder submissions
Disaggregation of Beneficiaries (where applicable)	All consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Non cumulative
Reporting Cycle	Annual
Desired performance	Regulation relating to the definition of advertising, Infomercials and Programme Sponsorship in Respect of Broadcasting services approved by Council.
Indicator Responsibility	Executive PRA

Indicator Title	Number of Discussion Documents on Digital Broadcasting Regulations developed
Definition	<p>The indicator measures delivery of a discussion document on Digital Broadcasting.</p> <p>Delivery of the discussion document will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: Establishment of a Council Committee – 0.25 Q2: Committee Research – 0.50 Q3: Draft discussion document – 0.75 Q4: Final discussion Document - 1</p>
Source of data	Research report, current regulations, Draft discussion document
Method of Calculation / Assessment	Counting
Means of verification	Final discussion document on Digital Broadcasting
Assumptions	No litigation
Disaggregation of Beneficiaries (where applicable)	All broadcasters, all consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly

Desired performance	Final discussion document on Digital Broadcasting approved by Council
Indicator Responsibility	Executive PRA

Indicator Title	Number of Final Regulations on National and Provincial Party Elections Broadcasts and Political Advertisements developed
Definition	<p>The indicator measures delivery of final regulations on National and Provincial Party Elections Broadcasts and Political Advertisements.</p> <p>Delivery of the final regulations will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: Establishment of a Council Committee – 0.25 Q2: No deliverable Q3: Draft Regulations, provincial consultations and public hearings – 0.75 Q4: Final Regulations – 1</p>
Source of data	Stakeholder submissions, research report, current regulations, public hearing, draft regulations
Method of Calculation / Assessment	Counting
Means of verification	Final Regulations on National and Provincial Party Elections Broadcasts and Political Advertisements
Assumptions	No litigation, stakeholder submissions
Disaggregation of Beneficiaries (where applicable)	All consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Final Regulations on National and Provincial Party Elections Broadcasts and Political Advertisements approved by Council
Indicator Responsibility	Executive PRA

Indicator Title	Number of Position Papers on the Conveyance of Mail approved
Definition	<p>The indicator measures Position Papers on the Regulations regarding the Conveyance of Mail. The review of the regulations on the Conveyance of Mail will assess the effectiveness of the 2009 Regulations in dealing with current consumer issues. The review will happen in stages as quarterly deliverables which are assigned ratios of completion as follows:</p> <p>Q1: Submissions – 0.25 Q2: Analysis of Submissions – 0.50 Q3: Draft Position Paper – 0.75 Q4: Final Position Paper – 1</p>

Source of data	Discussion document on the Conveyance of Mail, submissions from stakeholders.
Method of Calculation / Assessment	Counting
Means of verification	Final Position Paper approved by Council
Assumptions	No litigation, stakeholder responses
Disaggregation of Beneficiaries (where applicable)	All consumers
Spatial Transformation (where applicable)	South Africa
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired performance	Final Position Paper approved by Council .
Indicator Responsibility	Executive: PRA

Indicator Title	Number of findings documents on the Subscription Television Broadcasting Market Developed
Definition	<p>The indicator measures delivery of findings document on subscription television broadcasting services.</p> <p>Delivery of the findings document will happen in stages as quarterly deliverables which are assigned ratio of completion as follows:</p> <p>Q1: No deliverable – 0 Q2; No deliverable - 0 Q3: No deliverable – 0 Q4: Findings document – 1</p>
Source of data	Stakeholder submissions, research report and public hearing.
Method of Calculation / Assessment	Counting
Means of verification	Findings document relating to Subscription Television Broadcasting services approved by the Council
Assumptions	Availability of resources, absence of litigation and stakeholder responses.
Disaggregation of Beneficiaries (where applicable)	All Consumers.
Spatial Transformation (where applicable)	South Africa
Calculation Type	Non Cumulative
Reporting Cycle	Annualy
Desired performance	Regulations relating to Subscription television Broadcasting services approved by Council.
Indicator Responsibility	Executive: PRA

16. Programme 4: Engineering and Technology

Indicator Title	Percentage of Radio Frequency Migration Plan Developed
Definition	<p>The indicator measures the process to develop the Radio Frequency Migration Plan. Radio Frequency migration is the migration of users of radio frequency spectrum within the same band or other Radio frequency bands.</p> <p>The process will span a period of two financial years initiated by the publication of a Draft Radio Frequency Migration Plan (50% of the process) in the 2023/24 FY. The process is concluded by the publication of the Final Radio Frequency Migration Plan which constitutes 100% of the process in the 2024/25 FY.</p> <p>The quarterly breakdown is as follows: Q1: No Deliverable Q2: No Deliverable Q3: No Deliverable Q4: 50% (Draft Radio Frequency Migration Plan)</p>
Source of data	National Radio Frequency Plan 2021, Radio Frequency Migration Plan 2019 and Radio Frequency Spectrum Licences Database.
Method of Calculation / Assessment	Completed stages as per allocated percentage weightings
Means of verification	Published Draft Radio Frequency Migration Plan
Assumptions	Sources of data available, submissions from the industry
Disaggregation of Beneficiaries (where applicable)	All Citizens of South Africa
Spatial Transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	50% (Draft the Radio Frequency Migration Plan published)
Indicator Responsibility	Senior Manager: Network Systems and Research

Indicator Title	Percentage of IMT Roadmap Developed
Definition	<p>The indicator measures the process to develop the International Mobile Telecommunications (IMT) Roadmap completed. The IMT roadmap identifies frequency bands for IMT services as per International Telecommunication Union Radio Communications Sector (ITU-R) Recommendations.</p> <p>The process will span a period of two financial years initiated by the publication of a Draft IMT Roadmap (50% of the process) in</p>

	<p>the 2023/24 FY. The process is concluded by the publication of the Final IMT Roadmap which constitutes 100% of the process in the 2024/25 FY.</p> <p>The quarterly breakdown for 2023/24 FY is as follows: Q1: No Deliverable Q2: No Deliverable Q3: No Deliverable Q4: (50%) Draft IMT Roadmap developed</p>
Source of data	National Radio Frequency Plan 2021 Radio Frequency Migration Plan 2019 and IMT roadmap 2019
Method of Calculation / Assessment	Completed stages as per allocated percentage weightings
Means of verification	Published IMT Roadmap
Assumptions	Sources of data available, submissions from the industry
Disaggregation of Beneficiaries (where applicable)	All Citizens of South Africa
Spatial Transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	50% of the IMT Roadmap Developed
Indicator Responsibility	Senior Manager: Network Systems and Research

Indicator Title	Number of Recommendations on South African Strategy for IMT2020 and beyond and Future Technologies produced
Definition	<p>The indicator measures recommendations produced on the South African Strategy for IMT2020 and beyond and Future Technologies.</p> <p>The quarterly breakdown for 2023/24 FY is as follows: Q1: No deliverable Q2: No deliverable Q3: No Deliverable Q4: Recommendations on South African Strategy for IMT2020 and beyond and Future Technologies produced</p>
Source of data	5G Forum meetings, local and international engagements, international 5G Fora, ITU study groups, International Standardisation Development Organisations (SDOs), and publications on 5G. World Radio Conference)WRC-19 Final Acts.
Method of Calculation / Assessment	Counting

Means of verification	Recommendations on South African Strategy for IMT2020 and beyond and Future Technologies produced
Assumptions	Sources of data available, inputs from the 5G Forum
Disaggregation of Beneficiaries (where applicable)	All citizens of SA
Spatial Transformation (where applicable)	National
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Recommendations on South African Strategy for IMT2020 and beyond and Future Technologies produced
Indicator Responsibility	Senior Manager :Network Systems and Research

Indicator Title	Percentage of Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management developed
Definition	<p>The indicator measures the process to develop the Framework for Dynamic Spectrum Access and Opportunistic Spectrum Management completed.</p> <p>The process spans a period of four financial years initiated by the publication of a Discussion Document produced in respect of the framework for the second phase of Dynamic Spectrum Access and Opportunistic Spectrum Management (25% of the process) in 2022/23 FY, publication of Position Paper (50% of the process) in 2023/24 FY, publication of Draft Framework (75% of the process) in 2024/25 and publication of Final Framework (100% of the process) in 2025/26 FY.</p> <p>The quarterly breakdown for 2023/24 FY is as follows: Q1: No deliverable Q2: No deliverable Q3: No Deliverable Q4: (50%) Position Paper on Dynamic Spectrum Access and Opportunistic Spectrum Management produced</p>
Source of data	Discussion Document on Dynamic Spectrum Access and Opportunistic Spectrum Management, National Radio Frequency Plan 2021, International Benchmark Research Studies and ITU Recommendations and Reports
Method of Calculation / Assessment	Counting
Means of verification	Published Position Paper
Assumptions	Sources of data available, and Budget
Disaggregation of Beneficiaries (where applicable)	All citizens of SA
Spatial Transformation	National

(where applicable)	
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	(50%) Position Paper on Dynamic Spectrum Access and Opportunistic Spectrum Management produced
Indicator Responsibility	Senior Manager :Network Systems and Research

Indicator Title	Number of Provinces monitored for Quality of Service
Definition	<p>The indicator measures provinces monitored for Quality of Service (QoS). The aim of the monitoring is to assess the QoS provided by the mobile operators as perceived by the user.</p> <p>The quarterly breakdown for 2023/24 FY is as follows: Q1 = 2 Q2 = 2 Q3 = 2 Q4 = 2</p>
Source of data	Measurements collected through Drive Testing using South African Bureau of Standards (SABS) 1725-1/2 standards
Method of calculation	Counting
Means of verification	Provinces QoS monitoring report
Assumptions	Monitoring equipment functioning properly.
Disaggregation of beneficiaries	Citizens of SA
Calculation type	Cumulative year-end
Spatial Transformation	National
Reporting cycle	Quarterly
Desired performance	Acceptable levels of network performance
Indicator responsibility	Senior Manager: Engineering Facilities and Research

17. Programme 5: Regions and Consumer Affairs

Indicator Title	Percentage of reported Radio Frequency Interference cases resolved in 30 working days
Definition	The indicator measures the reported Radio Frequency Interference cases resolved within 30 working days
Source of data	Customer Relationship Management (CRM)
Method of Calculation / Assessment	Number of reported interference cases resolved within 30 working days divided by the total interference cases received multiplied by 100
Means of verification	CRM evidence
Assumptions	Budget availability for equipment and relevant training

Disaggregation of Beneficiaries (where applicable)	All consumers and stakeholders in the ICT sector
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	Percentage of Radio Frequency Interference cases resolved within 30 working days.
Indicator Responsibility	Executive: Regions and Consumer Affairs

Indicator Title	Level of service delivery with respect to License Applications / Registrations processed within turn-around time
Definition	<p>The indicator measures the processing of license applications / registrations processed.</p> <p>Level 1:</p> <ul style="list-style-type: none"> • 70% Class Electronic Communications System (EC)/Electronic Communications Network System (ECNS) and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 97% of pre-assigned applications within 15 working days • 90% Maritime Mobile Service Identity (MMSI) numbers issued within 7 working days • 60% of type approval applications processed within 30 working days <p>Level 2:</p> <ul style="list-style-type: none"> • 71% Class ECS/ECNS and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 97% of pre-assigned applications within 15 working days • 91% MMSI numbers issued within 7 working days • 61% of type approval applications processed within 30 working days <p>Level 3:</p> <ul style="list-style-type: none"> • 72% Class ECS/ECNS and/or unreserved postal license applications processed within 30 working days (new, amendments, transfer, renewal, and exemptions applications) • 97% of pre-assigned applications within 15 working days • 92% MMSI numbers issued within 7 working days • 62% of type approval applications processed within 30 working days <p>Level 4:</p> <ul style="list-style-type: none"> • 73% Class ECS/ECNS and/or unreserved postal license applications processed within 30 working days (new,

	amendments, transfer, renewal, and exemptions applications) <ul style="list-style-type: none"> • 98% of pre-assigned applications within 15 working days • 93% MMSI numbers issued within 7 working days • 63% of type approval applications processed within 30 working days
Source of data	Customer Relationship Management (CRM)
Method of Calculation / Assessment	Number of applications processed within TAT divided by total applications processed multiplied by 100. This will be calculated for each service type i.e. Class ECS/ECNS and/or unreserved postal license applications, Pre-assigned applications, MMSI and Type approval applications processed within turnaround time
Means of verification	CRM evidence
Assumptions	Budget availability for recruitment and training of staff
Disaggregation of Beneficiaries (where applicable)	All consumers and stakeholders in the ICT sector
Spatial Transformation (where applicable)	n/a
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	Processing of applications and registrations within Type Approval Test (TAT). Annual improvement in service delivery
Indicator Responsibility	Executive: Regions and Consumer Affairs

Indicator Title	Percentage of Consumer Complaints resolved
Definition	The indicator measures consumer complaints resolved The quarterly breakdown for 2023/24 FY is as follows: Q1 = 88% Q2 = 88% Q3 = 88% Q4 = 88%
Source of Data	Actual consumer complaints received on the CRM system
Method of Calculation/ Assessment	The number of complaints resolved divided by the number of complaints received multiplied by 100
Means of verification	CRM evidence
Assumptions	No downtime of CRM system
Disaggregation of beneficiaries	All consumers
Spatial Transformations	Not Applicable
Calculation Type	Non-Cumulative

Reporting Cycle	Quarterly
Desired Performance	Resolution of complaints within TAT
Indicator Responsibility	Executive: Regions and Consumer Affairs
Indicator Title	Number of Advisories provided to ICASA by the Consumer Protection Panel
Definition	<p>The indicator measures the Advisories produced by Consumer Advisory Panel (CAP) for consumer protection</p> <p>The quarterly breakdown for 2023/24 FY is as follows: Q1 = No Target Q2 = No Target Q3 = No Target Q4 = 1 Advisory</p>
Source of Data	CAP consumer protection initiatives undertaken
Method of Calculation/ Assessment	Counting
Means of verification	Council approved CAP advisory report
Assumptions	Budget availability for advisory work
Disaggregation of beneficiaries	All consumers
Spatial Transformations	N/A
CalculationType	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Improved level of consumer protection
Indicator Responsibility	Executive: Regions and Consumer Affairs

Annexure A: Amendments to the Strategic Plan

Based on sub-section 3.3.4 of the DPME Revised Framework for Strategic Plans and Annual Performance Plans December 2019 the Authority has made the following minor amendments to its Strategic Plan 2020/21 – 2024/25:

Amendment to Part D: Technical Indicator Descriptions

Indicator Title: Average Download Speed

Source of Data for the above stated indicator is changed from “OpenSignal.com” to “OOKLA”.

Method of Calculation/Assessment "OpenSignal" is replaced by "OOKLA".

Annexure B: Conditional Grants

The National Treasury allocated an amount of R300-million as conditional funding to ICASA for the 2022/23 financial year. Part of the funding has been used to issue high demand spectrum which generated more than R14billion for the national fiscus and the remainder of the funds will be used to fund the remaining spectrum that has been earmarked for issuing.

Annexure C: District Development Model

Areas of Intervention	Medium Term (3 Years – MTEF)					
Communication	Project Description	Budget Allocation	District Municipality	Location: GPS Coordinates	Project Leader	Social Partners
Communication	Licensing of community sound broadcasting services	Part of Programme 2: Licensing budget	Various District Municipalities per province	N/A	Senior Manager: ICT Licensing Services	Communities in the Municipality
Communication	Access to quality broadband services increased. (Licensing of IMT Spectrum)	Part of Programme 2: Licensing budget	Underserved district municipalities as identified in terms of the ITA, and designated as USOs to licensees during the licensing process	To be confirmed as part of the licensing process	Senior Manager: Spectrum Licensing	Licensees to be assigned spectrum. Communities in identified municipalities. Businesses operating in identified municipalities
Communication	Licensing of digital community television broadcasting services on MUX 1	Part of Programme 2: Licensing budget	Various district municipalities per province	N/A	Senior Manager: ICT Licensing Services	Licensees to be assigned service and spectrum licenses. Communities in identified municipalities. Businesses operating in identified municipalities
Communication	Quality of service monitoring	Part of Programme 4: Engineering & Technology budget	OR Tambo District Municipality	31.4632° S, 29.2321° E	Eastern Cape Regional Manager	ECNS licensees (MNOs)

						Consumer Groups in the Municipality
Communication	Resolution of radio frequency interference cases	Part of Programme 5: Region's budget	OR Tambo District Municipality	31.4632° S, 29.2321° E	Eastern Cape Regional Manager	Licensees operating in the area. Consumer Groups in the Municipality
