



Strategic Plan

2016/17 – 2021

Foreword

As the Council of the Independent Communications Authority of South Africa (ICASA/the Authority), we are pleased to present the strategic plan of ICASA. ICASA is a Chapter 9 institution established pursuant to section 192 of the Constitution to support and promote democracy in South Africa. ICASA is specifically mandated to ensure fairness and diversity of views broadly representing the South African society through regulation of broadcasting, electronic communications and postal services.

In order to advance the founding values of the Constitution of promoting human dignity and equality, ICASA is guided by the Government's Medium-Term Strategic Framework (MTSF) as a blueprint for public service delivery for addressing poverty, inequality and unemployment.

The MTSF is informed by the recommendations and action plans of the National Development Plan (NDP) that outlines the desired socio-economic growth and development targets that the country needs to achieve by 2030.

The Authority has a key role to play in promoting social development, particularly through promotion of universal service and access to broadband which is critical in addressing the health, educational and welfare needs of the country.

The country's three-tier broadcasting system of public, private and community services goes a long way in providing a voice to all our communities in their cultural and linguistic diversity, and to promote social cohesion and nation building. The country can expect further evolution of the national broadcasting landscape in light of the recent Cabinet declaration of 1 February 2016 as the commencement date of the dual illumination period. The conversion of the terrestrial platform from analogue to digital technology will enable increased competition in the television market. In particular, the South African public will have access to new services, greater television programme choice and enhanced quality. The Authority will work with all relevant stakeholders to ensure a smooth transition.

The main focus of ICASA for the next five years is to amongst others enable digital migration, this we plan to do in the form of having regulations that are meant to assist community broadcaster and facilitate compliance in the sector. ICASA Council will licence existing and new players on the MUX3.

The Authority's priorities include reducing the costs of communications to both consumers and businesses in order to improve the international competitiveness of the country. The Authority intends to do this through reduction of key input costs as well as creating an effectively-competitive market structure.

The Strategic Plan for the fiscal years 2016/17-2020/21 takes into account the aforementioned considerations. The Strategic Plan consolidates all priority activities and projects for the review period under the following strategic outcome oriented goals:

- **Universal Access to Broadband Services:** Contribute to broadband coverage increase from 33.7% to 90% at 5Mbps, 50% at 100Mbps by 2019
- **Access to communication services at affordable prices:** Increase access to communication services at affordable prices through increase in competition by reducing concentration in the broadband and subscription services markets from 3600 to 1800 per market/service by 2021
- **Improve Organizational Service Delivery:** Increase quality of services to all stakeholders from 29% to 80% by 2021
- **Common National Identity and Social Cohesion:** Increase television broadcasting platforms from 3 to 7 Digital Terrestrial Television Multiplexers by 2019 to foster common national identity and social cohesion



Katharina Pillay

Acting Chairperson

Independent Communications Authority of South Africa

Introduction

The five year Strategic Plan of the Authority is premised on Government's national policy and legislation, and provides a blueprint for effective regulation of the ICT sector in order to support the needs of the economy. The plan articulates the vision of the Authority for the expansion and modernisation of the ICT sector in order to increase affordability and accessibility for all South Africans to communications services, particularly broadband services. It promotes the efficient use of scarce resources such as radio frequency spectrum, way-leaves and numbering resources to facilitate nationwide broadband penetration in accordance with South Africa Connect: Broadband Policy 2013.

The strategic business objectives of the Authority are informed by its constitutional and legislative mandate and institutional imperatives. These, in turn, are intertwined with the desired national outcomes for the ICT Sector and the vision of the Authority and as follows:

- A competitive market structure which can facilitate lower communication costs;
- Country-wide availability of affordable broadband infrastructure enabled through implementation of the digital agenda (including assignment of High Demand Spectrum); and
- An agile institutional framework for effective regulation and enabling of the sector to meet stakeholder needs.

The Authority updates its five year Strategic Plan on an annual basis taking into consideration several inputs, such as a scan of important developments in the ICT sector, the migration from analogue to digital broadcasting, the increasing demand for broadband services and the consequent need for assignment of radio frequency spectrum, the ICT ecosystem and standardisation, as well as research and development needs on future trends. It is imperative that the Authority, as the Regulator, be responsive to all aspects of transformation of the ICT sector. The market for electronic communications in South Africa has been expanding quickly and is likely to continue at an exponential rate in the years ahead, driven by rapid growth in mobile telephony, broadband connectivity and the advent of digital broadcasting. With a network that is 99.9% digital and includes the latest in fixed-line, wireless and satellite communication, together with 80% coverage of digital broadcasting, the country has the most developed electronic communications network in Africa. South Africa, however, is lagging behind on both digital migration and deployment of fast, advanced broadband (LTE). We have the opportunity to create a buffer of progress on LTE and therefore, digital broadcasting. We need to ensure that, in the long term, we are on par in standardisation work related to next generation (5G) as consumer behaviour and new technologies are driving change in the market, and the Authority needs to ensure that its work reflects and responds to these developments.

The promotion of competition, universal access to broadband, and improvement in organizational service delivery and increase in television broadcasting channels are seen as crucial elements in achieving the goals of Outcomes 6, 12 and 14 of Government's 14 Priority Outcomes for the MTSF Period 2014-2019. Broadband Fast Internet has become a key tool for social and economic development and needs to be prioritised, even in the world's poorest nations. The price of broadband in South Africa has dropped, with more affordable and faster fixed-line services and mobile data products. In order to facilitate increased access to broadband at fair prices, the Authority is conducting a review of all input costs that drive the retail prices that consumers pay to access the internet.

There is a need for rapid transformation of the broadcasting sector with digital migration opening up possibilities for more public, commercial and community free-to-air and subscription broadcasting at national, provincial and community level. Furthermore, the availability of spectrum is key for the proliferation of wireless technologies to meet the country's economic and social needs in order to have efficient spectrum planning, allocation and assignment in accordance with international best practices, protocols and standards. The spectrum that will become available with the migration from analogue to digital broadcasting will be assigned to facilitate the universal roll-out of broadband networks and broadcasting services.

The Authority's principal duties are to further the interests of citizens in relation to communications matters. In line with its vision and mandated objectives, the Authority has identified four areas of focus to guide its activities over the MTEF period 2016/17 to 2021:

- **Universal Access to Broadband Services:** Contribute to broadband coverage increase from 33.7% to 90% at 5Mbps, 50% at 100Mbps by 2019
- **Access to communication services at affordable prices:** Increase access to communication services at affordable prices through increase in competition by reducing concentration in the broadband and subscription services markets from 3600 to 1800 per market/service by 2021
- **Improve Organizational Service Delivery:** Increase quality of services to all stakeholders from 29% to 80% by 2021
- **Common National Identity and Social Cohesion:** Increase television broadcasting platforms from 3 to 7 Digital Terrestrial Television Multiplexers by 2019 to foster common national identity and social cohesion

The Authority's regulation-making process is underpinned by effective public consultation processes to ensure accountability. These processes are led by the operations cluster of ICASA and directed by Council.

The Authority has embarked on an organisational realignment process to ensure that it is optimally positioned to deliver on its mandate.

It is envisioned that the migration of the employees and full implementation of the realigned organisation structure will be finalised before the end of quarter one of the 2015/2016 financial year.

The top four risks of the Authority are as follows:

1. Legal challenges to regulatory processes;
2. Policy uncertainty due to lack of co-ordination;
3. Inadequate funding for the execution of the institution's mandate; and
4. Non-adherence to defined and documented operational processes.

The Authority intends to make a positive contribution to Government's programme of radical economic transformation by achieving the 2016-17 strategic targets. Therefore, in order to ensure achievement of the 2016-17 strategic objectives, the Authority will acquire the necessary resources (including human resources) and streamline its operational business processes. The Authority has commenced its transformation by adopting a 'CAN DO' attitude, and will follow through managed activities to achieve target deadlines and project timelines. Accountability and recognition will be incorporated into employee performance management contracts across the organisation.



Pakamile Pongwana

Chief Executive Officer

Independent Communications Authority of South Africa

Official sign-off

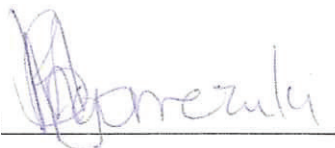
It is hereby certified that this Strategic Plan:

Was developed by the management of the Independent Communications Authority of South Africa under the guidance of the Council of the Authority.

Takes into account all the relevant policies, legislation and other mandates for which the Independent Communications Authority of South Africa is responsible

Accurately reflects the strategic outcome oriented goals and objectives which the Independent Communications Authority of South Africa will endeavour to achieve over the period 2016/17 – 2021.

Portia Mngomezulu
Acting Chief Financial Officer

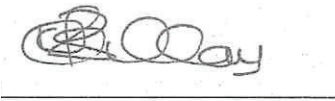
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Pakamile Pongwana
Chief Executive Officer

Signature 

Approved by:

Katharina Pillay
Acting Chairperson of Council

Signature 

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Part A: Strategic Overview

1. Vision

An inclusive digital society

2. Mission

To ensure that all South Africans have access to a wide range of high quality communication services at affordable prices

3. Values

As part of its effort to succeed in what it does, ICASA has developed a set of values which should form the mind-set of every employee in its staff complement.

Innovative

- Willingness and ability to generate viable, new approaches and solutions; and
- Finding different and better ways of applying best solutions to meet stakeholder needs.

Collaborative

- Eradicate “silos” by developing a conscious mind-set that aligns our work to organizational vision and strategy; and
- Create synergies internally to fast-track organisational performance.

Accountable

- Execution of daily work in a proactive manner; and
 - Taking full responsibility for the work that we do in collaboration with others.

Results-Driven

- Achieving high quality results that are consistent with organisational standards; and
- Coaching and performance assessment against goals, as well as identifying areas of improvement (ensure that work does not “fall through the cracks”).

Stakeholder-Centric

- Carrying 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.

ICASA has developed a leadership brand, which follows the path of the organisational logo and branding colours. Leadership competencies are interlinked with

organisational values on the edges to depict their support of the ICASA Vision for the future. As can be seen in Figure 1 below, “Visionary” is at the centre to emphasize the “visionary” disposition that an ICASA leader should have towards building a sustainable communications authority. The Authority defines the characteristics of its new leadership brand below:

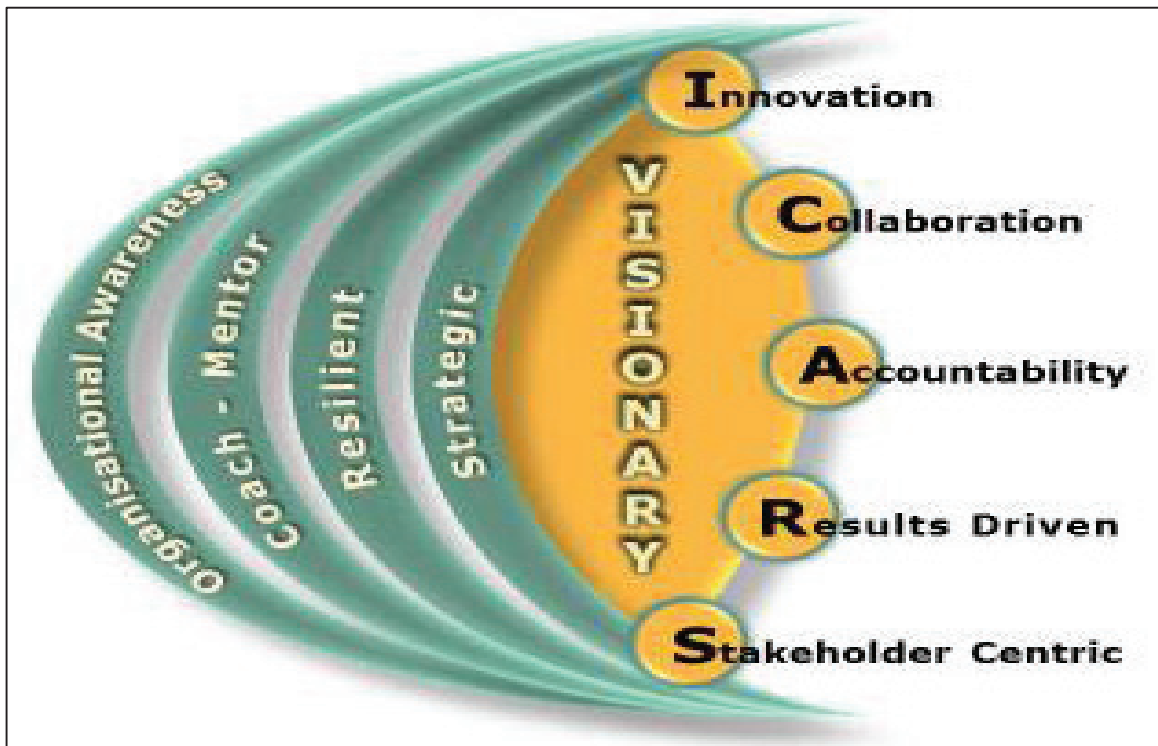


Figure 1: ICASA Values

A visionary leader is one who:

- ensures alignment with the organisation’s vision and values;
- describes the vision and values in compelling terms to promote enthusiasm and commitment;
- eliminates or restructures activities that do not support the future success of the organisation;
- builds organisational systems to deliver results and makes change happen; and
- positions the organisation to deal with broad, emerging trends and issues.

A strategic leader is one who:

- maintains a broad, strategic perspective whilst identifying and focusing on crucial detail;
- demonstrates a broad and rich understanding of the dynamic relationships, viewpoints and agendas, both acknowledged and implicit, of key players and stakeholders in their own areas of expertise;

- develops strategies to deal with multi-dimensional issues (e.g. national, bilateral, multilateral, and multi-sectorial); and
- Strategically provides new information or data to key decision-makers or stakeholders to influence their understanding and decision-making process.

A resilient leader is one who:

- operates with integrity, engenders trust, makes bold decisions with high levels of social and emotional intelligence;
- remains energized and focused in the face of ambiguity, change or strenuous demands;
- creates a work environment in which wellness and balance are valued;
- Through own behaviour, creates an environment of high energy, enthusiasm and optimism, despite high demands or difficult workloads; and
- recognizes and shows appreciation for the demands placed on employees.

A coach-mentor is a leader who:

- motivates, engages and communicates with employees;
- mentors employees to promote their learning;
- identifies high potential individuals and provides them with targeted opportunities for growth; and
- sets clear expectations about investments in developing employees, and ensures that *post mortems* are conducted to identify and facilitate the application of lessons learned.

An organizationally-aware leader is one who:

- demonstrates a broad and in-depth understanding of the political, social, and economic contexts in which the organization operates;
- achieves ‘win/win’ solutions based on an understanding of the issues, climate and culture in own as well as other organizations; and
- uses understanding of political, cultural and social contexts to optimally position the organization and/or address long-term issues critical to the organization’s success.

4. Legislative and Other Mandates

4.1 Constitutional Mandates

<p>The Constitution of the Republic of South Africa, 4 December, 1996</p>	<p>National legislation must establish and independent Authority to regulate broadcasting in the public interest, and to ensure fairness and a diversity of views broadly representing South African society (Section 192)</p>
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4.2 Legislative Mandates

<p>The Independent Communications Authority of South Africa Act 13 of 2000, as amended</p>	<p>The primary objective of this Act is to establish an independent regulatory authority to regulate broadcasting in the public interest as required by section 192 of the Constitution. The Act established ICASA as an independent and impartial regulator (section 3). The Act provides for the regulation of electronic communications and postal services matters in the public interest (section 2); and allows ICASA to conclude concurrent jurisdiction agreements with any regulator in respect of areas of regulatory overlaps (section 4(3A)(b)).</p>
<p>The Broadcasting Act No. 4 of 1999</p>	<p>The Act makes provision for the Minister to develop broadcasting policy that contributes to democracy, development of society, gender equality, nation building, provision of education and strengthening of the spiritual and moral fibre of society. The Act also provides for the charter of the South African public broadcaster.</p>
<p>The Electronic Communications Act, No 36 of 2005 (ECA), as amended</p>	<p>The substantive functions of ICASA pertain to issuing licences and regulating the broadcasting and electronic communications services as set out in the EC Act. ICASA has concurrent regulatory oversight / jurisdiction with the Competition Commission on competition matters in the sector (in terms of chapter 10 of the EC Act as well as section 4B (8)(b) of the ICASA Act). ICASA also has concurrent regulatory oversight with the National Consumer Commission on matters relating to consumer protection (section 4(3A) of the ICASA Act read together with the Consumer Protection Act No. 68 of 2008).</p>
<p>The Competition Act No. 89 of 1998</p>	<p>The Competition Commission and Competition Tribunal play a complementary role or co-jurisdiction role with ICASA on competition matters within the electronic communications sector (section 82(1)). The Competition Commission holds <i>ex post</i> jurisdiction over competition matters whilst ICASA exercises <i>ex ante</i> jurisdiction over competition-related matters.</p>
<p>The Promotion of Administration Justice Act, No 3 of 2000 (PAJA)</p>	<p>PAJA binds both ICASA and the Complaints and Compliance Committee (CCC) in the exercise of their functions.</p>
<p>The Postal Services Act, No 124 of 1998</p>	<p>The Postal Services Act requires the Authority to license and monitor the South African Post Office (SAPO) in relation to the achievement of customer care standards and the provision of universal service obligations, including the roll-out of street addresses and the provision of retail postal services in under-serviced areas.</p>

	<p>The Act mandates ICASA to regulate broadcasting, electronic communications and postal matters in the public interest in order to achieve objects contemplated in the Broadcasting Act; Postal Services Act; and the Electronic Communications Act ("the ECA").</p>
<p>Electronic Communications and Transactions Act, No 25 of 2002.</p>	<p>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, promotes 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, aims to prevent the abuse of information systems, as well as encouraging the use of e-government services.</p> <p>The Authority has been tasked, in terms of section 4(3)(a) of the ICASA Act, to make recommendations to the Minister on policy matters and amendments to the ICASA Act and the underlying statutes which accord with the objects of the ICASA Act and the underlying statutes to promote the development in electronic transactions. It is furthermore required to conduct research on matters affecting electronic transactions, in order to exercise its power and perform its duties. Additionally, it may make recommendations to the Minister on matters dealt with or to be dealt with in the Electronic Transactions Act.</p>
<p>Consumer Protection Act, No 68 of 2008</p>	<p>The Consumer Protection Act, was enacted to promote a fair, accessible and sustainable marketplace for consumer products and services and for that purpose to establish national norms and standards relating to consumer protection and to provide for improved standards of consumer information. Additionally, it prohibits certain unfair marketing and business practices, to promote responsible consumer behavior, to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements.</p> <p>The Authority is mandated to regulate the electronic communications, broadcasting and postal services, in the public interest. Therefore ICASA and the National Consumer Commission, concluded a Memorandum of Agreement in July 2015. The objective of the MOU is to establish and formalize the relationship, improve complaints handling and referral, collaboration and liaison on matters of common interest and to set out areas of primary authority.</p>

4.3 Policy Mandates

ICASA's mandate is also derived from government policies. The institution has to ensure that its plans are aligned to the policies of the day.

The National Development Plan 2030

The overarching policy of government which guides ICASA in identifying its priorities is the National Development Plan 2030 (NDP 2030). According to the NDP, by 2030 ICT should 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 should be universally available and accessible and should 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 at a cost and quality at least equal to South Africa's main peers and competitors. ICT should continue to reduce spatial exclusion, enabling seamless participation by the majority in the global ICT system, not simply as users but as content developers and application innovators.

The NDP 2030 refers to the new ways of allocating spectrum that will be available following the migration from analogue to digital transmission for terrestrial television broadcasting and sets out a strategy for universal access, including targets, monitoring and evaluation indicators.

For the medium term, the period from 2015 to 2020, the Plan endorses the target proposed by the Department of Communications, of achieving 100% broadband penetration by 2020, including expansion of the definition of broadband from 256 kbps to at least 2Mbps.

ICASA has to contribute to the following outcome(s) which are outlined in the NDP 2030:

Outcome 6: An efficient, competitive and responsive economic infrastructure network

While South Africa has a relatively good core network of national economic infrastructure, the challenge is to maintain and expand it to address the demands of inclusive economic growth. In order to deal with this problem, the NDP 2030 outlines a number of priority areas which have to be realized in the form of sub-outcomes in the Medium Term Strategic Framework period. The sub-outcome which ICASA has to contribute to is sub-outcome 5 which makes reference to *expansion, modernization, access and affordability of our information and communications infrastructure and electronic communication services including broadband, and digital broadcasting* which is reflected in the Strategic Infrastructure Plan 15 (SIP 15).

SIP 15 focuses on expanding access to communication technology and commits to providing for broadband coverage to all households by 2020 by establishing core Points of Presence (POPs) in district municipalities, extend new Infracore fibre networks across provinces linking districts, establish POPs and fibre connectivity at local level, and further penetrate the network into deep rural areas. SIP 15 also makes reference to the school roll-out focus which will initially be on the 125 Dinaledi (science and maths-focused) schools and 1525 district schools. Part of digital access to all South

Africans includes TV migration nationally from analogue to digital broadcasting. While the private sector will invest in ICT infrastructure for urban and corporate networks, government will co-invest for township and rural access, as well as for e-government, school and health connectivity.

The following MTSF 2019 sub-outcomes and component actions, responsible ministries, indicators and targets have been outlined:

Actions	Ministers or Organizations responsible	Indicators/Measures	2019 MTSF Targets
SIP 15: Expanding access to communication technology	Telecommunications and Postal Services and SIP Coordinator: CSIR	Broadband access to all	DOC to table a broadband plan by August 2014. DOC to implement the plan from 2014 to ensure 100% coverage by 2020
Develop new policy framework/strategy/plan for ICT, including an assessment of the role of state ICT infrastructure agencies and interventions	Telecommunications and Postal Services	Policy approved: Implementation of approved policy/strategy/plan. % delivery against schedule	Approved by June 2015. 100% delivery against schedule to 2019
Increase public and private investment in network upgrades and expansion, development of applications and local content	Telecommunications and Postal Services working with PICC	Implementation of approved projects and initiatives. % completion against schedule and % project expenditure against budget	Approved by Dec 2015: 100% delivery against project schedule and budget by 2019
Develop a strategy for the local loop to ensure that quality improves, costs are reduced and fixed-line coverage is expanded to meet demand for	Telecommunications and Postal Services	Policy approved: Implementation of approved policy/strategy/plan. % delivery against schedule	Approved by October 2015: 100% delivery against schedule by 2019

high-speed telecommunications			
Promote e-literacy	Telecommunications and Postal Services supported by Basic Education working with PICC	Implementation of approved recommendations of the Internet Strategy: Internet penetration rate: e-readiness rankings through uptake and usage of ICTs % of education, health and government institutions connected to broadband	Approval of the Internet Strategy by April 2015: 10% increase in internet penetration per annum to 2019: increase in SA's e-readiness ranking to be in the top 50 by 2019 80% of education, health and government institutions connected by 2019
Ensure access to low-cost, high speed international bandwidth	Telecommunications and Postal Services	Cost associated with Internet access comparable with peers by 2020 (in top quartile of ITU's ICT Development Index ranking of middle-income countries)	Maintain or improve ITU ranking in the top 50 internationally over the MTSF period
National Address System policy developed	Telecommunications and Postal Services	National Address System implemented monitored and evaluated	4 million addresses rolled out
National e-strategy to facilitate growth of all related sectors in line with the National Development Plan	Telecommunications and Postal Services	National e-strategy implemented and evaluated	e-services in ICT market and within government enabled
Cost to communicate programme of action implemented,	Telecommunications and Postal Services	Global Benchmark Study on data pricing	Issue Policy Directive to address

monitored and evaluated	reduction of data pricing
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Source: National Development Plan 2030

The table below shows the key impacts expected from the interventions stated in the actions above.

Number	Impact Indicator	Minster responsible for reporting	Baseline	2019 target
1.	Increased broadband penetration	Telecommunications and postal services	33.7%	80% at 5Mbps, 50% at 50Mbps
2.	Reduced data costs	Telecommunications and postal services	Zero base	80% towards target by 2019
3.	Increased private sector investment in telecoms networks	Telecommunications and postal services	Zero base	10% increase

Source: National Development Plan 2030

Broadband Policy (SA-Connect) 2013

Another policy direction for ICASA comes from the Broadband Policy. It was developed by a group appointed by the then Minister of Communications in 2013. The following are the objectives of the policy:

- Ensuring universal service and access to affordable and secure broadband services by all citizens, with a special focus on rural areas and under-served areas;
- Re-articulating government's commitment to inclusion of all citizens in the information society; ensuring an integrated approach towards the deployment of broadband services;
- The continued expansion and availability of broadband capacity to meet the economic and social goals of the country;
- Reducing the cost of broadband services; and clarifying the roles of government, state-owned companies, and private companies in the development of broadband infrastructure.

National Integrated ICT Policy

The National Integrated ICT Policy green paper was gazetted on 24 January 2014, Gazette No. 37261 and addresses the silo Broadcasting, Telecommunications and Postal Services White Papers and builds on the National Broadband Policy (South Africa Connect) adopted in 2013 and reinforces and extends the objectives set out in the broadband plan.

A vision for the National Integrated ICT policy has been set. The ICT policy framework and the institutions supporting it must:

- Facilitate and extend the right of all South Africans to freedom of expression.
- Ensure all South Africans have access to a diverse range of creative content, applications and services.
- Extend access by all South Africans to a broad range of information, opinion, news and analysis of relevance to their communities and lives.
- Facilitate access by all South Africans to quality communication infrastructure and services-including postal, analogue and digital services -which enable economic growth, employment and wealth creation.
- Ensure that all South Africans benefit from the ability of the communications sector to facilitate social development and improve the quality of life for individuals and communities.
- Promote innovation and creativity and support platforms, services and programmes that allow users and audiences to celebrate their cultural heritage in the language(s) of their choice (including sign language), to access compelling South African content and create and share content and information.
- Ensure that all South Africans have equal universal access to communication services and infrastructure.
- Ensure access by all sectors of the population, and accessibility of services, devices and infrastructure, so that all South Africans can equally enjoy and benefit from communication services.
- Ensure that communications services reflect, respect and uphold constitutional and community standards and values.
- Safeguard the right of all South Africans to privacy, the protection of personal information
- Recognize and endorse the responsibility of Government to maximize the overall public benefit derived from the use of public resources and to facilitate access to public information, participation in public processes and efficient delivery of services
- Facilitate innovation, fair competition and equitable treatment of all role players to ensure a range of quality services are available to end - users and audiences.
- Reinforce the right of South African citizens and consumers to maximum transparency in how services are delivered and conditions under which they are delivered.
- Ensure that ICTs recognize and protect the right to an environment that is not harmful to health or well-being.

National Priority Outcomes

With the establishment of the Department of Planning Monitoring and Evaluation, government has adopted a service delivery strategy of identifying key national outcomes which all government departments and public entities have to align their strategic outcome oriented goals and strategic objectives to. Thus, ICASA strategic outcome oriented goals and strategic objectives presented in this document are aligned to the following outcomes out of the 14 which government has developed:

Outcome 12: An Efficient, Effective and Development-Oriented Public Service

Outcome 12 covers the following key areas:

- Service delivery quality and access
- Human resources management and development
- Business process, systems, decision rights and accountability
- Tackled corruption effectively
- Nation building and national identity
- Citizen participation and
- Social cohesion

Outcome 14: Fostering constitutional values (social cohesion, common national identity)

Outcome 14 is about the following five long five long-term nation building goals for South Africa:

- Knowledge of the Constitution and fostering Constitutional values
- Equalizing opportunities, promoting inclusion and redress
- Promoting social cohesion across society through increased interaction across race and class
- Promoting active citizenry and broad-based leadership
- Achieving a social compact that will lay the basis for equity, inclusion and prosperity for all.

4.4 Relevant Court Rulings

The Authority has not been part of any court rulings which may be taken on appeal in 2016/17.

5. Situational Analysis

Besides taking cue from the legislative and political mandates, ICASA also did an analysis of its performance environment looking at the global, regional and national trends and the political, economic, social, technological, legal and environmental factors that impact the performance environment.

ICTs act as a vector of social development and transformation by improving access to basic services, enhancing connectivity, and creating employment opportunities.

The ICT revolution holds the potential of transforming economies and societies and of addressing some of the most pressing global challenges of our time. Second, this ICT revolution is well under way in some parts of the world.

In these places, it is even accelerating as a result of the ubiquity of broadband Internet, the democratization of technologies, and the accelerating pace of innovation. Third, the ICT revolution has not so far reached large parts of the planet. Many 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. Finally, 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.

5.1 Performance Environment

Digital television broadcast is becoming pervasive due to migration to digital terrestrial television. A number of countries have already migrated to DTT whilst others in SADC, including our country are starting the process. All efforts are being made to make set top boxes for DTT available, free at same level, at a cost in other levels.

At the same time, digital television sets are coming into the market, a phenomena that will help speed up DTT migration, proliferation of digital television choice as ICASA license the various multiplexes until 2019.

It is well known that a debate is ongoing about movement of DTT to satellite, a matter that will be debated at ITU by 2023. We will be part of that debate to ensure cost of migration and use for audiences are minimised.

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 National Development Plan 2030, pronounces that ICTs will transform economic and social activities. ICASA's regulatory making process specifically indicates that the postal sector's role has always been to make sure that poor communities are included in the mainstream economy. As a government organisation, ICASA acknowledges that the INTERNET is a global resource which enhances domestic socio-economic development. Through identification and review of legislative gaps on the postal sector there is an emphasis for the South African Post Office (SAPO) to ensure that postal outlets offer connectivity through INTERNET services. Indeed the world is changing and there is great effort to close the legislative gap on postal services to ensure that postal networks operate efficiently to deliver the highest quality of service and meet customers' needs and expectations. The sector has evolved from the way it was used traditionally to take technological developments into account in an attempt to remain relevant in the current environment. Postal operators need to ensure that they diversify their activities and invest in the postal network's three dimensions – physical, financial and digital/electronic services. For example, government is investing in digitising the South African Postal Services (SAPO) to increase financial inclusion, taking advantage of the widespread footprint of the post office, countrywide. It is of necessity to foster sustainable development in the postal sector and this should be understood in its broadest sense to encompass the sustainability of postal business models and not only environmental and social issues.

The strategy session also determined the threats which it has to address and the opportunities it has to take advantage of. The opportunities and threats are presented in the table below.

Opportunities	Threats
Political	
ITU / WRC-15 outcomes on spectrum allocation	Industry driven by technology trends. Possible failure of regulation to keep up with technological trends. Lack of policy certainty on key regulatory matters
A sustainable hybrid funding model of the organisation's mandate	Lack of an enabling funding model to deliver on our mandate
	Coordinated collaboration with DOC and DTSP
Economic	
Strategic regulatory interventions to promote economic growth through ICTs	Low levels of GDP growth (risk of recession) may curtail investment in ICT infrastructure
Consolidation in the ICT sector	Ineffective competition and anti-competitive effects
Social	
Digital migration presents opportunities to improve social cohesion and create opportunities for socio-economic growth	Increased levels of inequality and digital divide
Promotion of universality in access to ICT services.	Unintended consequences of increased regulatory burden
Build a positive reputation / image for ICASA	
Increase consumer participation in all regulatory processes	
Technological	
WRC-15 Outcomes present an opportunity for structured regulatory management of innovation technologies and associated spectrum demands: <ul style="list-style-type: none"> ▪ IMT 2020 ▪ Internet of Things 	Increased demand for spectrum: <ul style="list-style-type: none"> ▪ Policy uncertainty with regards to assignment of high demand spectrum
Enabling innovative technologies to promote broadband deployment	Disruption of traditional services by new technologies
Legal	
An institutional and legislative framework that supports regulatory independence	<ul style="list-style-type: none"> ▪ A sub-optimal funding model could undermine independence

Clearly defined mandate with broad powers to regulate the sector	<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
Partnerships and collaborations with other agencies enhance the ability of ICASA to deliver across all disciplines of its mandate	Concurrent jurisdiction and mandate creeping
Environmental	
A regulatory framework for rapid deployment of broadband infrastructure would facilitate universal access, thereby contributing to economic development	Environmental law compliance requirements may unduly hamper broadband infrastructure deployment

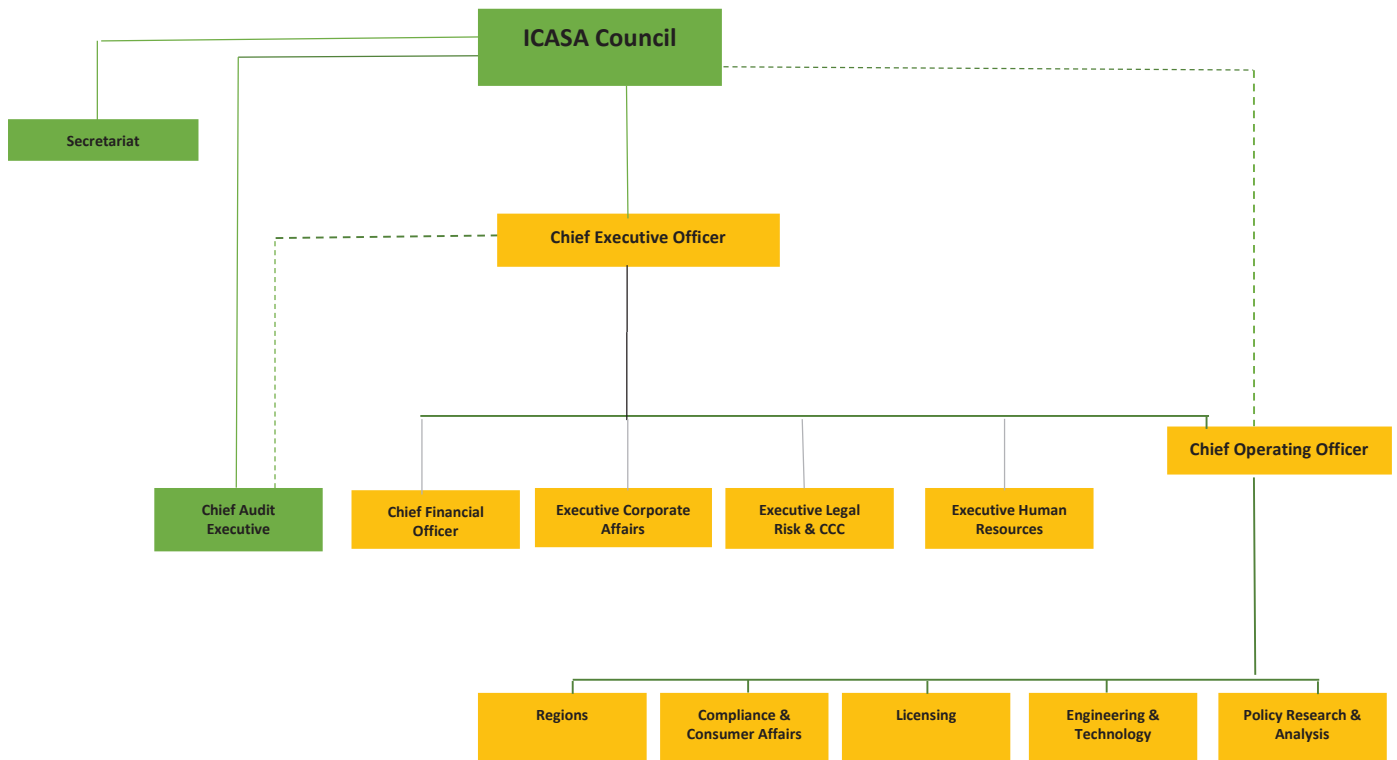
5.2 Organizational Environment

Basing itself on the situation in its performance environment, the organization did a self-assessment in order to determine its readiness to do business. The assessment was done by looking at its strengths and weaknesses.

5.2.1 Personnel Information

The Authority did an alignment exercise in 2014 which resulted in the organizational structure depicted below. Although there have been a number of changes in the Authority's performance environment, they do not warrant any drastic changes in the organizational structure. However, minor changes may have to be made in the form of human resources shifting in order to ensure perfect fit and derivation of maximum value out of the Authority skill set. Where a perfect fit in the existing divisions cannot be attained creation of a division to pull those skill sets which can add better value together may have to be explored.

Authority's Organizational Structure



Council

Item	Quantity
Council	3
Secretariat	9

Staff Complement

The current head count comprise of 339 employees as depicted in the table below. The organization is adequately capacitated to deliver on its mandate despite the threats outlined in its performance environment.

Division	Number of Staff Members
CEO's Office	4
COO's Office	3
Compliance & Consumer Affairs	34
Corporate Affairs	45
Engineering & Technology	13
Finance	46
Human Resources	14

Internal Audit	13
Legal and CCC	10
Licensing	63
Policy Research & Analysis	21
Regional Office	73
Grand Total	339

Personnel Information

Table 3.45 Independent Communications Authority of South Africa personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2016		Number and cost ¹ of personnel posts filled / planned for on funded establishment															Number		
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Salary level/Total: Average (%)				
		2014/15		Unit Cost	2015/16		Unit Cost	2016/17		2017/18		2018/19				2015/16 - 2018/19			
Independent Communications Authority of South Africa		Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost			
Salary level	327	341	329	153.5	0.5	327	161.8	0.5	341	171.8	0.5	341	181.8	0.5	341	192.4	0.6	5.9%	100.0%
1-6	1	1	1	0.2	0.2	1	0.2	0.2	1	0.2	0.2	1	0.2	0.2	1	0.2	0.2	5.9%	0.3%
7-10	200	207	201	77.0	0.4	200	81.1	0.4	207	86.1	0.4	207	91.1	0.4	207	96.4	0.5	5.9%	60.8%
11-12	81	79	82	41.9	0.5	81	44.2	0.5	79	47.0	0.6	79	49.7	0.6	79	52.6	0.7	5.9%	23.6%
13-16	44	53	44	32.1	0.7	44	33.9	0.8	53	36.0	0.7	53	38.1	0.7	53	40.3	0.8	5.9%	15.0%
17-22	1	1	1	2.3	2.3	1	2.4	2.4	1	2.6	2.6	1	2.7	2.7	1	2.9	2.9	5.9%	0.3%

1. Rand million.

5.2.2 Overview of 2016/17 Budget MTEF Estimates

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
				Main appropriation	Adjusted Appropriation			
R thousand '000	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1. Administration	232 337	226 694	210 186	226 303	226 303	235 893	202 398	214 732
2. Licensing	22 348	29 391	33 044	28 452	28 452	29 885	42 218	44 749
3. Policy Research and Analysis	21 014	27 393	33 557	23 405	23 405	24 344	32 025	33 884
4. Engineering & Technology	37 493	36 043	46 115	36 185	36 185	38 225	58 213	61 589
5. Regions			39,098	63,183	63 183	70,672	74 205	77 915
6. Compliance Consumer Affairs	21 736	19 671	22 109	14 724	14 724	15 459	26 067	27 577
Subtotal	334 928	339 192	384 103	392 262	392 262	414 481	435 205	460 447
Direct chargers against revenue fund	-	-	-					
Total	334 928	339 192	384 103	392 262	392 262	414 481	435 205	460 447
Changes to budget estimate						511	57 615	59 912

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
	R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Economic Classification								
Current Payments	334 928	339 192	384 103	392 262	392 262	414 481	435 205	460 447
Compensation of employees	194 269	204 072	235 959	253 685	253 685	261 294	274 360	290 273
Goods and Services	140 659	135 120	148 144	138 677	138 577	153 187	160 845	170174
of which:								
Communication	12 105	5 265	5,711	12 866	12 886	12,921	16 460	17,414
Computer Services	9,892	8,540	18,742	12,109	12,109	13,320	16,601	17,564
Consultants, contracts and special services	13,925	18,411	25,796	11,568	11,568	15,213	57,505	60,840
Inventory	271	1,085	1,269	1,197	1,197	1,617	2,611	2,762
Maintenance repair and running cost	3,008	1,470	1,254	3,748	3,748	4,142	5,325	5,633
Operating leases	44,779	27,923	38,310	40,061	40061	44,067	49,499	52,370
Travel and subsistence	17,298	18,203	15,656	12,612	12,612	17,298	18,302	0
other	38 761	54 223	41 406	23 357	23 357	44 609	5,458	13 591
interest and rent on land	620							
Financial transactions in assets and liabilities								
Transfers and subsidies to:	0	0	0	0	0	0	0	0
Provinces and municipalities								
Departmental agencies and accounts								
Universities and technikons								
Public corporations and private enterprises								
Foreign governments and international organisations								
Non-profit institutions								
Households								
Payment for capital assets	0	0	0	0	0	0	0	0
Building and other fixed structures								
Machinery and equipment								
Cultivated assets								
Software and other intangible assets								
Land and subsoil assets								
of which: Capitalised compensation								
Total	334 928	339 192	384 103	392 262	392 262	414 481	435 205	460 447

5.2.3 Expenditure Analysis

The national development plan envisages strengthening the Independent Communications Authority of South Africa's mandate for nation building. This contributes directly to outcome 14 (nation building and social cohesion) of government's 2014-2019 medium term strategic framework, and indirectly to outcome 6 (an efficient, competitive and responsive economic infrastructure network) and outcome 12 (an efficient, effective and development oriented public service). Over the medium term, the Authority's focus will be on increasing access to meet the high demand for wireless broadband services, protecting consumers against harmful practices employed by operators in the use of premium rated services, increasing competition in the broadcasting sector and developing a regulatory framework for dynamic spectrum management.

The Authority seeks to increase access to the high demand spectrum from the current 566.69MHz to 890.305MHz in 2018/19. Access to this spectrum will enable the rollout of wireless broadband infrastructure by licensees. In 2016/17, the Authority will make an additional 240MHz of broadband spectrum available to licensees for the provision of broadband services. The Authority seeks to protect consumers from harmful practices employed by the operators in the use of premium rated information and entertainment services. This will be achieved by finalising regulations on premium rated services in 2016/17. In a bid to increase competition in the telecommunications sector, the authority plans to review the number portability regulations over the medium term to enable all telecommunication service members to be ported. These activities are funded in the policy research and analysis affairs programme which has an allocation of R90.3million over the medium term.

To increase competition in the commercial broadcasting sector, the Authority plans to license an additional sound broadcaster in the Northern Cape in 2016/17, and establish an office in Limpopo at a projected cost of R7million. Attention will also be given to finalising the relocation of the Authority's head office in Sandton, Johannesburg to a central location accessible to all licensees when the current lease expires in October 2017 following proper due diligence. As these processes are administered and managed by the organization's personnel, compensation of employees is expected to be the main driver of expenditure accounting for an estimated 60 per cent of the total budget. These activities are funded in the licensing programme, which is allocated R116.9million over the medium term.

To facilitate effective competition in the ICT sector by the end of 2018/19, the Authority aims to contribute to improving the quality of communication in South Africa by increasing the range of mobile network coverage by 15 per cent, and extending network measurements to include data as opposed to only voice calls. The Authority will obtain inputs from the 5G Forum, a global network that aims to become the leading force in the development of next generation communications, to make contributions to the International Telecommunications Union by the end of 2018/19, and will update the national radio frequency plan and the radio frequency migration

strategy within the engineering and technology programme, which has an allocation of R158.1million over the medium term.

The Authority will develop several regulatory frameworks over the medium term. These will aim to regulate dynamic and opportunistic spectrum management, V-band and E-band spectrums (with updated and refined broadband coverage and infrastructure maps published on the Authority's website by end of 2016/17), and exemptions for resellers of electronic communication network services. It will also monitor coverage of municipal elections by broadcasting service licensees to maintain equitable coverage of political parties in 2016. These activities are funded in the compliance and consumer affairs programme, which has an allocation of R69.1million over the medium term.

The authority intends to manage and keep the cost of living adjustment for compensation of employees below 10 per cent over the medium term to bring salaries in line with other entities within the ministry and the ICT sector at large. As a result, expenditure on compensation of employees is set to increase from R263.2million in 2016/17 to R290.3million in 2018/19.

The Authority's main source of funding is through transfers of R1.4billion over the medium term from the Department of communications. Revenue is expected to increase from R425.5million in 2016/17 to R521.8million in 2018/19.

5.4 Description of the strategic planning process

ICASA's planning process finds fit within the government planning process through the Framework for Strategic Plans and Annual Performance Plans (FSPAPP) August, 2010 and the Framework for Managing Programme Performance Information (FMPPPI) May, 2007 which have been issued by National Treasury in terms of the mandates set out in section 215 and 216 of the Constitution.

FSPAPP aligns strategic and annual performance planning with emphasis on the outcomes oriented monitoring and evaluation approach led by the Presidency. The framework requires that the cost of initiatives must be linked to results to ensure value for money.

FMPPPI outlines the key concepts in the design and implementation of management systems to define, collect, report and use performance information in the public sector.

The National Treasury revised Treasury Regulations 5 and 30 issued in terms of the Public Finance Management Act to provide the legal basis for the implementation of FSPAPP and support implementation of FMPPPI.

According to the regulations, institutions have to:

- Produce and table a Strategic Plan with a five-year time horizon.

- Produce and table an Annual Performance Plan including forward projections for a further two years. The Annual Performance Plan has to be consistent with Medium Term Expenditure Framework (MTEF) period with annual and quarterly performance targets
- Identify a core set of indicators to use to monitor institutional performance
- Adopt a quarterly reporting system. Submit information to Executive Authority, Presidency, National Treasury and Parliamentary Portfolio Committees.

On the basis of the above legislative prescripts on planning, the strategic plan was developed through a process which involved a strategy session attended by the ICASA Council, CEO, Executive Managers, Senior Managers and Managers from all divisions.

Council gave strategic direction and management developed the strategic outcome oriented goals and strategic objectives as a team. After the strategy session, management worked together to develop the Annual Performance Plan to set annual targets as well as quarterly targets.

6. ICASA Outcome Contribution

The Authority will contribute to the following national outcomes:

- **Outcome 6:** Efficient Competitive Economic Infrastructure
- **Outcome 12:** An Efficient, Effective and Development-Oriented Public Service
- **Outcome 14:** Fostering constitutional values (social cohesion and common national identity).

The table below outlines the Authority’s Strategic Outcome Oriented Goals and the Strategic Objectives for its core business:

Strategic Outcome Oriented Goals	Strategic Objectives ¹
SOOG 1: Universal Access to Broadband Services	SO 1.1: Increased access to available broadband spectrum
	SO 1.2: Reduced Regulatory burden for equipment manufacturers and importers
	SO 1.3: To protect consumers from harmful practices in the use of Premium Rated Services
	SO 1.4: 5G Forum for South Africa
	SO 1.5: National radio frequency planning review to align RSA National Frequency Plan to WRC-15 outcomes
	SO1.6 Dynamic and opportunistic spectrum use
	SO1.7: Millimetre-wave band availability

¹ The strategic objectives numbering above is just for listing them according to SOOG. From page 33 and it the APP they are numbered according to Programme given that one Programme contributes to more than one SOOG.

	SO1.8: Broadband coverage availability information for consumers
	SO1.9 Imposition of Obligations on licensees
SOOG2: Access to communication services at affordable prices	SO2.1: Increased competition and diversity in the commercial television broadcasting sector
	SO 2.2: Increased competition in the Electronic Communications sector
	SO 2.3: Reduce barriers to entry into the broadband market
	Reduce barriers to entry into subscription broadcasting market
	SO 2.4: ECS/ECNS Reseller market exemption regulations clarification
SOOG 3: Improve Organizational Service Delivery	SO 3.1: Improved utilization of spectrum
	SO 3.2: Quality telecommunication services
	SO 3.3: Harmonisation of cross-border communication
	SO 3.4: Access to ICASA services
	SO 3.5: Protection of consumers from harmful practices
	SO 3.6: Promote consumer participation in the ICT sector
	SO 3.7: Monitor compliance with licence terms and conditions by licensees
	SO 3.8: Promote consumer participation in the ICT sector
	SO 3.9: Consumer Complaints Resolution
	SO 3.10: Promote consumer participation in the ICT sector
SOOG 4: Common National Identity and Social Cohesion	SO 4.1: Improved social cohesion through community television broadcasting sector
	SO 4.2: Promote common national identity through broadcasting services
	SO 4.3: Nat Joint Operations instructions execution
	SO 4.4: Improved ICASA awareness through consumer engagement campaigns
	SO 4.5: Promote equitable coverage of elections
	SO 4.6: Transformation in the ICT Sector

7. Strategic Outcome-Oriented Goals of the ICASA

Strategic Outcome Oriented Goal 1	Universal Access to Broadband Services
Goal Statement	Contribute to broadband coverage increase from 33.7% to 90% at 5Mbps, 50% at 100Mbps by 2019
Strategic Outcome Oriented Goal 2	Access to communication services at affordable prices
Goal Statement	Increase access to communication services at affordable prices through increase in competition by

	reducing concentration in the broadband and subscription services markets from 3600 to 1800 per market/service by 2021
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Strategic Outcome Oriented Goal 3	Improve Organizational Service Delivery
Goal Statement	Increase quality of services to all stakeholders from 29% to 80% by 2021

Strategic Outcome Oriented Goal 4	Common National Identity and Social Cohesion
Goal Statement	Increase television broadcasting platforms from 3 to 7 by 2019 to foster common national identity and social cohesion

Part B: Strategic Objectives

8. Programme 1: Administration

Purpose: To provide coordinated strategic leadership, management and support to the organization in order to deliver on its mandate.

8.1 Sub-Programmes

Sub-Programme: CEO's Office

Purpose: To provide overall administrative leadership and strategic management in order to ensure that ICASA lives up to its mandate as spelled out in Section 192 of the Constitution, ICASA Act, its underlying statutes and in line with relevant government policies which are developed by government from time to time.

Sub-Programme: Corporate Affairs

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

Sub-Programme: Finance

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

Sub-Programme: Human Resources

Purpose: To ensure that the Authority has the ability to plan for required human resources, recruit the right talent in the right positions at the right time, continuously develop the talent to maintain the required levels of competence, create a conducive environment that enables employee engagement and a high performance culture.

Sub-Programme: Internal Audit

Purpose: To provide assurance to management and Audit and Risk Committee by evaluating the effectiveness of risk management, control and governance processes.

Sub-Programme: Legal, Risk & CCC

Purpose: The Legal, Risk and Complaints and Compliance Committee Division's (LRCCC Division) primary role is to safeguard ICASA's interests and to ensure that all its actions and decisions are legally compliant with the Constitution, enabling legislation and other applicable laws.

It is also to promote good governance through ensuring overall, effective risk management, including fraud risk management, regulatory compliance and business continuity to support the Authority to fulfil its legislative mandate and achieve its strategic objectives.

8.2 Strategic Objectives

Strategic objectives per Sub-programme under Programme 1: Administration have been moved to the APP. Thus, the strategic objective of Programme 1: Administration is a composite of the strategic objectives of all the sub-programmes which have been moved to the APP with their respective indicators, baselines and targets. In the same vein, performance of Programme 1: Administration will be a composite of the individual performance of all the sub-programmes put together.

9. Programme 2: Licensing

Purpose: To authorise, issue, renew, amend, transfer and revoke broadcasting services, Electronic communications services, electronic communications network service, spectrum licence, numbering, equipment type approval, channels, postal services licences as well as authorizing licence exemptions for the purposes of socio-economic development and promotion of competition.

9.1 Strategic Objectives

Strategic Objective 1.1	Increased access to available broadband spectrum
Objective Statement	Licensing of additional broadband spectrum from 566MHz to 938MHz by 2019
Baseline	566MHz
Justification	To facilitate access to broadband services
Strategic Objective 1.2	Reduced Regulatory burden for equipment manufacturers and importers
Objective Statement	To determine regulatory position on exemption of certain devices from the Type Approval process by 2017
Baseline	Type Approval Regulations
Justification	Improve service delivery
Strategic Objective 1.3	To protect consumers from harmful practices in the use of Premium Rated Services
Objective Statement	To determine regulatory position related to the premium rated services code of conduct by 2017
Baseline	None
Justification	Consumer Protection

Strategic Objective 2.1	Increased competition and diversity in the commercial television broadcasting sector
Objective Statement	Licensing of 100% of MUX3 capacity to subscription and free to air broadcasters by 2019
Baseline	Promotion of diversity and competition in the DTT regulation
Justification	To promote competition and diversity in the Digital Terrestrial Television

Strategic Objective 2.3	Increased competition in the Electronic Communications sector
Objective Statement	To review the existing number portability regulations to enable the portability of all number ranges by 2017
Baseline	Number portability regulations
Justification	To promote competition by ensuring portability of all numbers

Strategic Objective 4.1	Improved social cohesion through community television broadcasting sector
Objective Statement	Licensing of 15% of MUX 1 capacity to community television broadcasters by 2019
Baseline	Digital Terrestrial Television regulation
Justification	Promote diversity in the community television sector

Resource Considerations

No additional human resources required. The division will require resources from other divisions to form part of multidisciplinary project teams. Further, the division will require the services of expert service providers.

Risk Management

Risk	Planned Mitigation Measures
1. Delay in digital migration will delay licensing of broadband services and community television 2. Delay due to litigation by interested parties	1. Encourage relevant stakeholders to play their part 2. Adherence to proper processes and procedures

10. Programme 3: Policy Research & Analysis

Purpose: To conduct research and policy analysis into all the regulatory sectors in line with the mandate of ICASA's strategic plan so as to promote competition.

10.1 Strategic Objectives

Strategic Objective 1.1	Reduce barriers to entry into the broadband market
Objective Statement	To facilitate increased competition by identifying priority markets by 2021
Baseline	RIA on open access
Justification	Reducing the cost of doing business, there is a relationship between broadband and GDP growth

Strategic Objective 2.1	Reduce barriers to entry into subscription broadcasting market
Objective Statement	Foster greater competition in the subscription broadcasting market by developing a regulatory framework by 2019
Baseline	Benchmark study
Justification	The subscription broadcasting market is highly concentrated with high barriers to entry

Strategic Objective 2.2	Promote competition in the wholesale voice call termination market
Objective Statement	Review 2014 Call Termination Regulations by 2017
Baseline	2014 Call Termination Regulations
Justification	2014 Call termination regulations are due for review 2 years from date of promulgation

Strategic Objective 4.1	Promote common national identity through broadcasting services
Objective Statement	Improve community broadcasting through the developing of a regulatory framework by 2019
Baseline	Report on necessary interventions to support community broadcasting
Justification	There is a need to create regulatory certainty for community broadcasting services

Resource Considerations

A budget will be set aside to fund the acquisition of external regulatory experts to assist on some of the projects. It is planned that over a period of 3 years the PRA division would have capacitated its staff so as to mitigate the risk of over-reliance

on external service providers. External service providers will mainly be utilised for more complex projects that require expert advice.

Risk Management

Risk	Planned Mitigation Measures
1. Non-response to information requests from operators 2. Over-reliance on external service providers to conduct research	1. Diligence in monitoring responses 2. Improve internal research capabilities by increasing the emphasis on skills transfer clauses and holding regular internal capacity-building sessions

11. Programme 4: Engineering and Technology

Purpose: To conduct research primarily on radio frequency spectrum, type approval, including technical standards and to provide support to other divisions in ICASA as may be needed.

11.1 Strategic Objectives

Strategic Objective 1.1	5G Forum for South Africa
Objective Statement	To get inputs from the 5G Forum for ICASA to make IMT2020 contributions to the ITU, by 31 March 2019
Baseline	A 5G Forum established by ICASA
Justification	To ensure that South Africa makes relevant inputs to the ITU on technology matters

Strategic Objective 1.2	National radio frequency planning review to align RSA National Frequency Plan to WRC-15 outcomes
Objective Statement	To align South Africa's frequency plans with ITU frequency plans by 31 March 2019
Baseline	The National Radio Frequency Plan 2013 and the Radio Frequency Migration Plan 2013
Justification	To come in line with ITU Radio Regulations to ensue from WRC-15

Strategic Objective 1.3	Dynamic and opportunistic spectrum use
Objective Statement	To develop regulatory frameworks for dynamic and opportunistic spectrum management, including the use of white-space spectrum, by 31 March 2019
Baseline	Findings document on dynamic and opportunistic spectrum management approved by Council
Justification	To make sure ICASA is prepared for managing the use of spectrum in a dynamic and opportunistic

	manner at the time technologies making use of these techniques appear on the market
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Strategic Objective 1.4	Millimetre-wave band availability
Objective Statement	To publish a regulatory framework for making available the millimetre-wave band (V band & E band) by 31 March 2019
Baseline	Council approved draft regulations
Justification	Make available new to large and small operators for cost-effective connectivity

Strategic Objective 1.5	Broadband coverage availability information for consumers
Objective Statement	To develop a comprehensive set of broadband service-based maps, for use by consumers of services and by potential investors in infrastructure by 31 March 2019
Baseline	Mobile broadband coverage map published on ICASA website for public use
Justification	To better inform the public as to the availability of broadband access and to provide useful information for internal and external decision-making

Strategic Objective 3.1	Improved utilization of spectrum
Objective Statement	To provide ICASA with the technical processing capacity to decrease, for all licensing and authorisations, turnaround times by at least 8 days, by 31 March 2019
Baseline	0
Justification	Improve the effectiveness of spectrum management, covering all spectrum licensing, type approval licensing and service licensing, in place at ICASA head office and all regional offices, by 31 March 2019

Strategic Objective 3.2	Quality telecommunication services
Objective Statement	To contribute to the increase of the quality of communication by increasing QoS distance by 15% and extending measurements to include data services, by 31 March 2019
Baseline	2000 km
Justification	To improve the quality of service, especially broadband services to the public

Strategic Objective 3.3	Harmonisation of cross-border communication
--------------------------------	----------------------------------------------------

Objective Statement	Resolve 100% of harmful interference and spill-over cases reported, by 31 March 2019
Baseline	100% resolved
Justification	To prevent cross-border interference and signal spill-over

Resource Considerations

Resources required will be manpower. For some projects special funding will be needed. Other projects are funded from Opex.

Risk Management

Risk	Planned Mitigation Measures
1. Inadequate implementation of the spectrum management system	1. To very tightly manage the implementation project with appropriate staff made available for consultation

12. Programme 5: Regions

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

12.1 Strategic Objectives

Strategic Objective 3.1	Access to ICASA services
Objective Statement	Increase access to a range of ICASA services through the establishment of regional offices in all provinces by 2019
Baseline	6 provincial offices
Justification	Expand national footprint to bring services to all members of the public

Strategic Objective 3.2	Protection of consumers from harmful practices
Objective Statement	Increase resolution of cases of harmful radio frequency interference from 90% to 97.5% within 30 days by 2019
Baseline	90% of cases resolved within 30 days
Justification	Ensure compliance to regulations in order to reduce radio frequency interference

Strategic Objective 4.1	Improved ICASA awareness through consumer engagement campaigns
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Objective Statement	Develop and implement consumer activation campaigns to increase awareness of ICASA by 15% by 2019
Baseline	Baseline to be established
Justification	To increase awareness of ICASA's mandate, functions and service offerings

Strategic Objective 4.2	Nat Joint Operations instructions execution
Objective Statement	Execute all instructions for campaigns for National Joint Operational Centre on an on-going basis
Baseline	100%
Justification	In order to reduce the incidents of non-compliance

Resource Considerations

Budget:

- Funds are required for the procurement of equipment for the planned regional offices and to replace existing outdated equipment. This requirement has been catered for in the CAPEX budget for 2016/17.

Risk Management

Risk	Planned Mitigation Measures
Inadequate and Outdated equipment	Procurement of monitoring equipment commenced in FY 2015/16 and will continue in FY2016/17. This will ensure that the Regional Offices are adequately equipped to perform compliance monitoring and enforcement activities.

13. Programme 6: Compliance and Consumer Affairs

Purpose: To ensure that licensees comply with the terms and conditions of their licences, regulations and the requirements of the relevant legislation and to protect the interest of consumers in the ICT sector.

13.1 Strategic Objectives

Strategic Objective 1.1	Imposition of Obligations on licensees
Objective Statement	Imposition of obligations for Broadcasting; ECS/ECNS and Postal Services from Level 4 licensees to level 7 by 2019
Baseline	Phase I USO for M TN, Cell C, Vodacom and Neotel
Justification	Improve community broadband access

Strategic Objective 2.1	ECS/ECNS Reseller market exemption regulations clarification
Objective Statement	Clarification of the ECS/ECNS Reseller exemption regulations by 2019
Baseline	Exemption regulation Government Gazette no 31289 date 29 July 2008
Justification	To promote competition and create certainty in the ECS/ECNS Reseller market
Strategic Objective 3.1	Promote consumer participation in the ICT sector
Objective Statement	Develop a regulatory framework on Consumer Advisory Panel (CAP) I by Q1 2017/18
Baseline	CAP regulations
Justification	To make sure that consumers have a voice in ICASA's regulatory processes
Strategic Objective 3.2	Monitor compliance with licence terms and conditions by licensees
Objective Statement	Ensure compliance with licence terms and conditions by licensees in Postal, Broadcasting and ECS/ECNS Services annually
Baseline	2015/16 Compliance Reports
Justification	ICASA Mandate to monitor and enforce licence terms and conditions
Strategic Objective 3.3	Consumer Protection strategy development and implementation
Objective Statement	Develop and implement a consumer protection strategy by March 2019
Baseline	Operation Plan
Justification	To implement consumer protection measures and create awareness
Strategic Objective 3.4	Consumer Complaints Resolution
Objective Statement	Increase consumer complaints resolution from 65% to 90% by March, 2019
Baseline	65% consumer complaints resolution on CRM
Justification	To protect consumers from harmful business practices
Strategic Objective 3.5	Promote consumer participation in the ICT sector
Objective Statement	A review of the current Code for Persons with Disabilities regulations in order to finalise the revised regulations by Q1 2017/18

Baseline	2007 Code for Persons with Disabilities
Justification	To protect the rights and interest of persons with disabilities in the ICT sector

Strategic Objective 4.1	Promote equitable coverage of elections
Objective Statement	Monitor coverage of municipal and national elections by broadcasting service licensees to maintain equitable coverage of political parties in 2016 and 2020
Baseline	Equitable coverage in 2011
Justification	To make sure that all political parties have equitable access to broadcasting coverage

Strategic Objective 4.2	Transformation in the ICT Sector
Objective Statement	Develop a regulatory framework on ownership and control on equity ownership and promotion of BBBEE by 2019
Baseline	Ownership and control regulations of 2003
Justification	BBBEE ownership and control requirements in the ECA and ICASA Act

Resource Considerations

Human resource constraints limit the extent to which the CCA mandate to monitor and enforce compliance can be fulfilled. Therefore, work is done on a sample as opposed to a census basis.

Increased consumer awareness to be created as part of the implementation of the Consumer Protection Strategy and Consumer Activations campaigns (Regional target) will inevitably result in an increase in the volume of consumer complaints received. Additional human resources will be required to resolve these complaints at the required rate.

Risk Management

Risk	Planned Mitigation Measures
1. Limited Compliance department human resources	1. Use of sampling as opposed to monitoring of all licensees
2. Inadequate licensing by sister divisions	2. Cooperation between CCA and Licensing division
4. Human resource capacity may become inadequate as consumer awareness increases as a result of awareness programmes and a resulting increase in complaints.	4. Motivate for additional human resources within the Consumer department

Part C: Links to Other Plans

13. Long Term Infrastructure and Capital Plans

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

14. Conditional grants

The Authority does not manage conditional grants.

15. Public entities

The Authority does not have any entities which report to it.

16. Public Private Partnerships

The Authority has no public-private partnerships

Annual Performance Plan 2016 - 2017



ANNUAL PERFORMANCE PLAN

2016/17

Foreword

As the Council of the Independent Communications Authority of South Africa (ICASA/the Authority), we are pleased to present the strategic plan of ICASA. ICASA is a Chapter 9 institution established pursuant to section 192 of the Constitution to support and promote democracy in South Africa. ICASA is specifically mandated to ensure fairness and diversity of views broadly representing the South African society through regulation of broadcasting, electronic communications and postal services.

In order to advance the founding values of the Constitution of promoting human dignity and equality, ICASA is guided by the Government's Medium-Term Strategic Framework (MTSF) as a blueprint for public service delivery for addressing poverty, inequality and unemployment.

The MTSF is informed by the recommendations and action plans of the National Development Plan (NDP) that outlines the desired socio-economic growth and development targets that the country needs to achieve by 2030.

The Authority has a key role to play in promoting social development, particularly through promotion of universal service and access to broadband which is critical in addressing the health, educational and welfare needs of the country.

The country's three-tier broadcasting system of public, private and community services goes a long way in providing a voice to all our communities in their cultural and linguistic diversity, and to promote social cohesion and nation building. The country can expect further evolution of the national broadcasting landscape in light of the recent Cabinet declaration of 1 February 2016 as the commencement date of the dual illumination period. The conversion of the terrestrial platform from analogue to digital technology will enable increased competition in the television market. In particular, the South African public will have access to new services, greater television programme choice and enhanced quality. The Authority will work with all relevant stakeholders to ensure a smooth transition.

The main focus of ICASA for the next five years is to amongst others enable digital migration, this we plan to do in the form of having regulations that are meant to assist community broadcaster and facilitate compliance in the sector. ICASA Council will licence existing and new players on the MUX3.

The Authority's priorities include reducing the costs of communications to both consumers and businesses in order to improve the international competitiveness of the country. The Authority intends to do this through reduction of key input costs as well as creating an effectively-competitive market structure.

The Strategic Plan for the fiscal years 2016/17-2020/21 takes into account the aforementioned considerations. The Strategic Plan consolidates all priority activities and projects for the review period under the following strategic outcome oriented goals:

- **Universal Access to Broadband Services:** Contribute to broadband coverage increase from 33.7% to 90% at 5Mbps, 50% at 100Mbps by 2019
- **Access to communication services at affordable prices:** Increase access to communication services at affordable prices through increase in competition by reducing concentration in the broadband and subscription services markets from 3600 to 1800 per market/service by 2021
- **Improve Organizational Service Delivery:** Increase quality of services to all stakeholders from 29% to 80% by 2021
- **Common National Identity and Social Cohesion:** Increase television broadcasting platforms from 3 to 7 Digital Terrestrial Television Multiplexers by 2019 to foster common national identity and social cohesion



Katharina Pillay

Acting Chairperson

Independent Communications Authority of South Africa

Introduction

The five year Strategic Plan of the Authority is premised on Government's national policy and legislation, and provides a blueprint for effective regulation of the ICT sector in order to support the needs of the economy. The plan articulates the vision of the Authority for the expansion and modernisation of the ICT sector in order to increase affordability and accessibility for all South Africans to communications services, particularly broadband services. It promotes the efficient use of scarce resources such as radio frequency spectrum, way-leaves and numbering resources to facilitate nationwide broadband penetration in accordance with South Africa Connect: Broadband Policy 2013.

The strategic business objectives of the Authority are informed by its constitutional and legislative mandate and institutional imperatives. These, in turn, are intertwined with the desired national outcomes for the ICT Sector and the vision of the Authority and as follows:

- A competitive market structure which can facilitate lower communication costs;
- Country-wide availability of affordable broadband infrastructure enabled through implementation of the digital agenda (including assignment of High Demand Spectrum); and
- An agile institutional framework for effective regulation and enabling of the sector to meet stakeholder needs.

The Authority updates its five year Strategic Plan on an annual basis taking into consideration several inputs, such as a scan of important developments in the ICT sector, the migration from analogue to digital broadcasting, the increasing demand for broadband services and the consequent need for assignment of radio frequency spectrum, the ICT ecosystem and standardisation, as well as research and development needs on future trends. It is imperative that the Authority, as the Regulator, be responsive to all aspects of transformation of the ICT sector. The market for electronic communications in South Africa has been expanding quickly and is likely to continue at an exponential rate in the years ahead, driven by rapid growth in mobile telephony, broadband connectivity and the advent of digital broadcasting. With a network that is 99.9% digital and includes the latest in fixed-line, wireless and satellite communication, together with 80% coverage of digital broadcasting, the country has the most developed electronic communications network in Africa. South Africa, however, is lagging behind on both digital migration and deployment of fast, advanced broadband (LTE). We have the opportunity to create a buffer of progress on LTE and therefore, digital broadcasting. We need to ensure that, in the long term, we are on par in standardisation work related to next generation (5G) as consumer behaviour and new technologies are driving change in the market, and the Authority needs to ensure that its work reflects and responds to these developments.

The promotion of competition, universal access to broadband, and improvement in organizational service delivery and increase in television broadcasting channels are seen as crucial elements in achieving the goals of Outcomes 6, 12 and 14 of Government's 14 Priority Outcomes for the MTSF Period 2014-2019. Broadband Fast Internet has become a key tool for social and economic development and needs to be prioritised, even in the world's poorest nations. The price of broadband in South Africa has dropped, with more affordable and faster fixed-line services and mobile data products. In order to facilitate increased access to broadband at fair prices, the Authority is conducting a review of all input costs that drive the retail prices that consumers pay to access the internet.

There is a need for rapid transformation of the broadcasting sector with digital migration opening up possibilities for more public, commercial and community free-to-air and subscription broadcasting at national, provincial and community level. Furthermore, the availability of spectrum is key for the proliferation of wireless technologies to meet the country's economic and social needs in order to have efficient spectrum planning, allocation and assignment in accordance with international best practices, protocols and standards. The spectrum that will become available with the migration from analogue to digital broadcasting will be assigned to facilitate the universal roll-out of broadband networks and broadcasting services.

The Authority's principal duties are to further the interests of citizens in relation to communications matters. In line with its vision and mandated objectives, the Authority has identified four areas of focus to guide its activities over the MTEF period 2016/17 to 2021:

- **Universal Access to Broadband Services:** Contribute to broadband coverage increase from 33.7% to 90% at 5Mbps, 50% at 100Mbps by 2019
- **Access to communication services at affordable prices:** Increase access to communication services at affordable prices through increase in competition by reducing concentration in the broadband and subscription services markets from 3600 to 1800 per market/service by 2021
- **Improve Organizational Service Delivery:** Increase quality of services to all stakeholders from 29% to 80% by 2021
- **Common National Identity and Social Cohesion:** Increase television broadcasting platforms from 3 to 7 Digital Terrestrial Television Multiplexers by 2019 to foster common national identity and social cohesion

The Authority's regulation-making process is underpinned by effective public consultation processes to ensure accountability. These processes are led by the operations cluster of ICASA and directed by Council.

The Authority has embarked on an organisational realignment process to ensure that it is optimally positioned to deliver on its mandate.

It is envisioned that the migration of the employees and full implementation of the realigned organisation structure will be finalised before the end of quarter one of the 2015/2016 financial year.

The top four risks of the Authority are as follows:

1. Legal challenges to regulatory processes;
2. Policy uncertainty due to lack of co-ordination;
3. Inadequate funding for the execution of the institution's mandate; and
4. Non-adherence to defined and documented operational processes.

The Authority intends to make a positive contribution to Government's programme of radical economic transformation by achieving the 2016-17 strategic targets. Therefore, in order to ensure achievement of the 2016-17 strategic objectives, the Authority will acquire the necessary resources (including human resources) and streamline its operational business processes. The Authority has commenced its transformation by adopting a 'CAN DO' attitude, and will follow through managed activities to achieve target deadlines and project timelines. Accountability and recognition will be incorporated into employee performance management contracts across the organisation.



Pakamile Pongwana

Chief Executive Officer

Independent Communications Authority of South Africa

Official sign-off

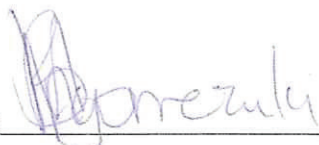
It is hereby certified that this Strategic Plan:

Was developed by the management of the Independent Communications Authority of South Africa under the guidance of the Council of the Authority.


Takes into account all the relevant policies, legislation and other mandates for which the Independent Communications Authority of South Africa is responsible

Accurately reflects the strategic outcome oriented goals and objectives which the Independent Communications Authority of South Africa will endeavour to achieve over the period 2016/17 – 2021.

Portia Mngomezulu
Acting Chief Financial Officer

Signature 

Pakamile Pongwana
Chief Executive Officer

Signature 

Approved by:

Katharina Pillay
Acting Chairperson of Council

Signature 

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Part A: Strategic Overview

1. Vision

An inclusive digital society

2. Mission

To ensure that all South Africans have access to a wide range of high quality communication services at affordable prices

3. Values

As part of its effort to succeed in what it does, ICASA has developed a set of values which should form the mind-set of every employee in its staff complement.

Innovative

- Willingness and ability to generate viable, new approaches and solutions; and
- Finding different and better ways of applying best solutions to meet stakeholder needs.

Collaborative

- Eradicate “silos” by developing a conscious mind-set that aligns our work to organizational vision and strategy; and
- Create synergies internally to fast-track organisational performance.

Accountable

- Execution of daily work in a proactive manner; and
 - Taking full responsibility for the work that we do in collaboration with others.

Results-Driven

- Achieving high quality results that are consistent with organisational standards; and
- Coaching and performance assessment against goals, as well as identifying areas of improvement (ensure that work does not “fall through the cracks”).

Stakeholder-Centric

- Carrying 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.

ICASA has developed a leadership brand, which follows the path of the organisational logo and branding colours. Leadership competencies are interlinked with

organisational values on the edges to depict their support of the ICASA Vision for the future. As can be seen in Figure 1 below, “Visionary” is at the centre to emphasize the “visionary” disposition that an ICASA leader should have towards building a sustainable communications authority. The Authority defines the characteristics of its new leadership brand below:

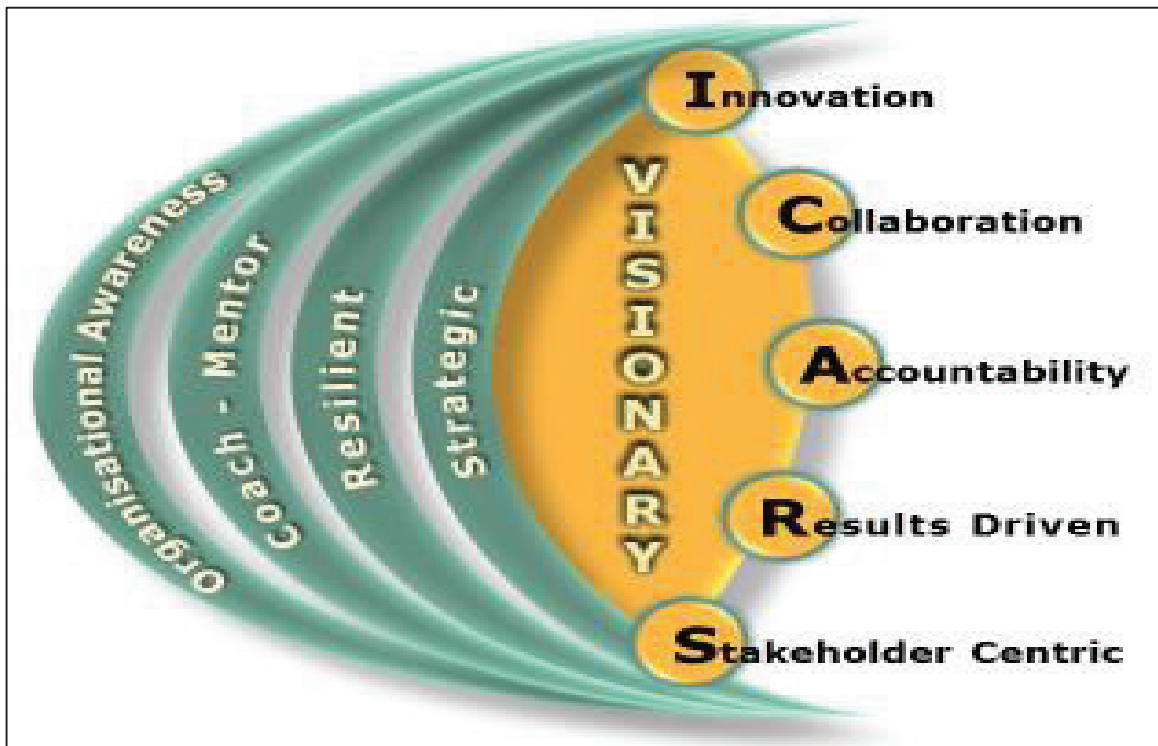


Figure 1: ICASA Values

A visionary leader is one who:

- ensures alignment with the organisation’s vision and values;
- describes the vision and values in compelling terms to promote enthusiasm and commitment;
- eliminates or restructures activities that do not support the future success of the organisation;
- builds organisational systems to deliver results and makes change happen; and
- positions the organisation to deal with broad, emerging trends and issues.

A strategic leader is one who:

- maintains a broad, strategic perspective whilst identifying and focusing on crucial detail;
- demonstrates a broad and rich understanding of the dynamic relationships, viewpoints and agendas, both acknowledged and implicit, of key players and stakeholders in their own areas of expertise;

- develops strategies to deal with multi-dimensional issues (e.g. national, bilateral, multilateral, and multi-sectorial); and
- Strategically provides new information or data to key decision-makers or stakeholders to influence their understanding and decision-making process.

A resilient leader is one who:

- operates with integrity, engenders trust, makes bold decisions with high levels of social and emotional intelligence;
- remains energized and focused in the face of ambiguity, change or strenuous demands;
- creates a work environment in which wellness and balance are valued;
- Through own behaviour, creates an environment of high energy, enthusiasm and optimism, despite high demands or difficult workloads; and
- recognizes and shows appreciation for the demands placed on employees.

A coach-mentor is a leader who:

- motivates, engages and communicates with employees;
- mentors employees to promote their learning;
- identifies high potential individuals and provides them with targeted opportunities for growth; and
- sets clear expectations about investments in developing employees, and ensures that *post mortems* are conducted to identify and facilitate the application of lessons learned.

An organizationally-aware leader is one who:

- demonstrates a broad and in-depth understanding of the political, social, and economic contexts in which the organization operates;
- achieves 'win/win' solutions based on an understanding of the issues, climate and culture in own as well as other organizations; and
- uses understanding of political, cultural and social contexts to optimally position the organization and/or address long-term issues critical to the organization's success.

4. Legislative and Other Mandates

4.1 Constitutional Mandates

<p>The Constitution of the Republic of South Africa, 4 December, 1996</p>	<p>National legislation must establish and independent Authority to regulate broadcasting in the public interest, and to ensure fairness and a diversity of views broadly representing South African society (Section 192)</p>
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4.2 Legislative Mandates

<p>The Independent Communications Authority of South Africa Act 13 of 2000, as amended</p>	<p>The primary objective of this Act is to establish an independent regulatory authority to regulate broadcasting in the public interest as required by section 192 of the Constitution. The Act established ICASA as an independent and impartial regulator (section 3). The Act provides for the regulation of electronic communications and postal services matters in the public interest (section 2); and allows ICASA to conclude concurrent jurisdiction agreements with any regulator in respect of areas of regulatory overlaps (section 4(3A)(b)).</p>
<p>The Broadcasting Act No. 4 of 1999</p>	<p>The Act makes provision for the Minister to develop broadcasting policy that contributes to democracy, development of society, gender equality, nation building, provision of education and strengthening of the spiritual and moral fibre of society. The Act also provides for the charter of the South African public broadcaster.</p>
<p>The Electronic Communications Act, No 36 of 2005 (ECA), as amended</p>	<p>The substantive functions of ICASA pertain to issuing licences and regulating the broadcasting and electronic communications services as set out in the EC Act. ICASA has concurrent regulatory oversight / jurisdiction with the Competition Commission on competition matters in the sector (in terms of chapter 10 of the EC Act as well as section 4B (8)(b) of the ICASA Act). ICASA also has concurrent regulatory oversight with the National Consumer Commission on matters relating to consumer protection (section 4(3A) of the ICASA Act read together with the Consumer Protection Act No. 68 of 2008).</p>
<p>The Competition Act No. 89 of 1998</p>	<p>The Competition Commission and Competition Tribunal play a complementary role or co-jurisdiction role with ICASA on competition matters within the electronic communications sector (section 82(1)). The Competition Commission holds <i>ex post</i> jurisdiction over competition matters whilst ICASA exercises <i>ex ante</i> jurisdiction over competition-related matters.</p>
<p>The Promotion of Administration Justice Act, No 3 of 2000 (PAJA)</p>	<p>PAJA binds both ICASA and the Complaints and Compliance Committee (CCC) in the exercise of their functions.</p>
<p>The Postal Services Act, No 124 of 1998</p>	<p>The Postal Services Act requires the Authority to license and monitor the South African Post Office (SAPO) in relation to the achievement of customer care standards and the provision of universal service obligations, including the roll-out of street addresses and the provision of retail postal services in under-serviced areas.</p>

	<p>The Act mandates ICASA to regulate broadcasting, electronic communications and postal matters in the public interest in order to achieve objects contemplated in the Broadcasting Act; Postal Services Act; and the Electronic Communications Act ("the ECA").</p>
<p>Electronic Communications and Transactions Act, No 25 of 2002.</p>	<p>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, promotes 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, aims to prevent the abuse of information systems, as well as encouraging the use of e-government services.</p> <p>The Authority has been tasked, in terms of section 4(3)(a) of the ICASA Act, to make recommendations to the Minister on policy matters and amendments to the ICASA Act and the underlying statutes which accord with the objects of the ICASA Act and the underlying statutes to promote the development in electronic transactions. It is furthermore required to conduct research on matters affecting electronic transactions, in order to exercise its power and perform its duties. Additionally, it may make recommendations to the Minister on matters dealt with or to be dealt with in the Electronic Transactions Act.</p>
<p>Consumer Protection Act, No 68 of 2008</p>	<p>The Consumer Protection Act, was enacted to promote a fair, accessible and sustainable marketplace for consumer products and services and for that purpose to establish national norms and standards relating to consumer protection and to provide for improved standards of consumer information. Additionally, it prohibits certain unfair marketing and business practices, to promote responsible consumer behavior, to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements.</p> <p>The Authority is mandated to regulate the electronic communications, broadcasting and postal services, in the public interest. Therefore ICASA and the National Consumer Commission, concluded a Memorandum of Agreement in July 2015. The objective of the MOU is to establish and formalize the relationship, improve complaints handling and referral, collaboration and liaison on matters of common interest and to set out areas of primary authority.</p>

4.3 Policy Mandates

ICASA's mandate is also derived from government policies. The institution has to ensure that its plans are aligned to the policies of the day.

The National Development Plan 2030

The overarching policy of government which guides ICASA in identifying its priorities is the National Development Plan 2030 (NDP 2030). According to the NDP, by 2030 ICT should 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 should be universally available and accessible and should 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 at a cost and quality at least equal to South Africa's main peers and competitors. ICT should continue to reduce spatial exclusion, enabling seamless participation by the majority in the global ICT system, not simply as users but as content developers and application innovators.

The NDP 2030 refers to the new ways of allocating spectrum that will be available following the migration from analogue to digital transmission for terrestrial television broadcasting and sets out a strategy for universal access, including targets, monitoring and evaluation indicators.

For the medium term, the period from 2015 to 2020, the Plan endorses the target proposed by the Department of Communications, of achieving 100% broadband penetration by 2020, including expansion of the definition of broadband from 256 kbps to at least 2Mbps.

ICASA has to contribute to the following outcome(s) which are outlined in the NDP 2030:

Outcome 6: An efficient, competitive and responsive economic infrastructure network

While South Africa has a relatively good core network of national economic infrastructure, the challenge is to maintain and expand it to address the demands of inclusive economic growth. In order to deal with this problem, the NDP 2030 outlines a number of priority areas which have to be realized in the form of sub-outcomes in the Medium Term Strategic Framework period. The sub-outcome which ICASA has to contribute to is sub-outcome 5 which makes reference to *expansion, modernization, access and affordability of our information and communications infrastructure and electronic communication services including broadband, and digital broadcasting* which is reflected in the Strategic Infrastructure Plan 15 (SIP 15).

SIP 15 focuses on expanding access to communication technology and commits to providing for broadband coverage to all households by 2020 by establishing core Points of Presence (POPs) in district municipalities, extend new Infracore fibre networks across provinces linking districts, establish POPs and fibre connectivity at local level, and further penetrate the network into deep rural areas. SIP 15 also makes reference to the school roll-out focus which will initially be on the 125 Dinaledi (science and maths-focused) schools and 1525 district schools. Part of digital access to all South

Africans includes TV migration nationally from analogue to digital broadcasting. While the private sector will invest in ICT infrastructure for urban and corporate networks, government will co-invest for township and rural access, as well as for e-government, school and health connectivity.

The following MTSF 2019 sub-outcomes and component actions, responsible ministries, indicators and targets have been outlined:

Actions	Ministers or Organizations responsible	Indicators/Measures	2019 MTSF Targets
SIP 15: Expanding access to communication technology	Telecommunications and Postal Services and SIP Coordinator: CSIR	Broadband access to all	DOC to table a broadband plan by August 2014. DOC to implement the plan from 2014 to ensure 100% coverage by 2020
Develop new policy framework/strategy/plan for ICT, including an assessment of the role of state ICT infrastructure agencies and interventions	Telecommunications and Postal Services	Policy approved: Implementation of approved policy/strategy/plan. % delivery against schedule	Approved by June 2015. 100% delivery against schedule to 2019
Increase public and private investment in network upgrades and expansion, development of applications and local content	Telecommunications and Postal Services working with PICC	Implementation of approved projects and initiatives. % completion against schedule and % project expenditure against budget	Approved by Dec 2015: 100% delivery against project schedule and budget by 2019
Develop a strategy for the local loop to ensure that quality improves, costs are reduced and fixed-line coverage is expanded to meet demand for	Telecommunications and Postal Services	Policy approved: Implementation of approved policy/strategy/plan. % delivery against schedule	Approved by October 2015: 100% delivery against schedule by 2019

high-speed telecommunications			
Promote e-literacy	Telecommunications and Postal Services supported by Basic Education working with PICC	Implementation of approved recommendations of the Internet Strategy: Internet penetration rate: e-readiness rankings through uptake and usage of ICTs % of education, health and government institutions connected to broadband	Approval of the Internet Strategy by April 2015: 10% increase in internet penetration per annum to 2019: increase in SA's e-readiness ranking to be in the top 50 by 2019 80% of education, health and government institutions connected by 2019
Ensure access to low-cost, high speed international bandwidth	Telecommunications and Postal Services	Cost associated with Internet access comparable with peers by 2020 (in top quartile of ITU's ICT Development Index ranking of middle-income countries)	Maintain or improve ITU ranking in the top 50 internationally over the MTSF period
National Address System policy developed	Telecommunications and Postal Services	National Address System implemented monitored and evaluated	4 million addresses rolled out
National e-strategy to facilitate growth of all related sectors in line with the National Development Plan	Telecommunications and Postal Services	National e-strategy implemented and evaluated	e-services in ICT market and within government enabled
Cost to communicate programme of action implemented,	Telecommunications and Postal Services	Global Benchmark Study on data pricing	Issue Policy Directive to address

monitored and evaluated	reduction of data pricing
-------------------------	---------------------------

Source: National Development Plan 2030

The table below shows the key impacts expected from the interventions stated in the actions above.

Number	Impact Indicator	Minster responsible for reporting	Baseline	2019 target
1.	Increased broadband penetration	Telecommunications and postal services	33.7%	80% at 5Mbps, 50% at 50Mbps
2.	Reduced data costs	Telecommunications and postal services	Zero base	80% towards target by 2019
3.	Increased private sector investment in telecoms networks	Telecommunications and postal services	Zero base	10% increase

Source: National Development Plan 2030

Broadband Policy (SA-Connect) 2013

Another policy direction for ICASA comes from the Broadband Policy. It was developed by a group appointed by the then Minister of Communications in 2013. The following are the objectives of the policy:

- Ensuring universal service and access to affordable and secure broadband services by all citizens, with a special focus on rural areas and under-served areas;
- Re-articulating government’s commitment to inclusion of all citizens in the information society; ensuring an integrated approach towards the deployment of broadband services;
- The continued expansion and availability of broadband capacity to meet the economic and social goals of the country;
- Reducing the cost of broadband services; and clarifying the roles of government, state-owned companies, and private companies in the development of broadband infrastructure.

National Integrated ICT Policy

The National Integrated ICT Policy green paper was gazetted on 24 January 2014, Gazette No. 37261 and addresses the silo Broadcasting, Telecommunications and Postal Services White Papers and builds on the National Broadband Policy (South Africa Connect) adopted in 2013 and reinforces and extends the objectives set out in the broadband plan.

A vision for the National Integrated ICT policy has been set. The ICT policy framework and the institutions supporting it must:

- Facilitate and extend the right of all South Africans to freedom of expression.
- Ensure all South Africans have access to a diverse range of creative content, applications and services.
- Extend access by all South Africans to a broad range of information, opinion, news and analysis of relevance to their communities and lives.
- Facilitate access by all South Africans to quality communication infrastructure and services-including postal, analogue and digital services -which enable economic growth, employment and wealth creation.
- Ensure that all South Africans benefit from the ability of the communications sector to facilitate social development and improve the quality of life for individuals and communities.
- Promote innovation and creativity and support platforms, services and programmes that allow users and audiences to celebrate their cultural heritage in the language(s) of their choice (including sign language), to access compelling South African content and create and share content and information.
- Ensure that all South Africans have equal universal access to communication services and infrastructure.
- Ensure access by all sectors of the population, and accessibility of services, devices and infrastructure, so that all South Africans can equally enjoy and benefit from communication services.
- Ensure that communications services reflect, respect and uphold constitutional and community standards and values.
- Safeguard the right of all South Africans to privacy, the protection of personal information
- Recognize and endorse the responsibility of Government to maximize the overall public benefit derived from the use of public resources and to facilitate access to public information, participation in public processes and efficient delivery of services
- Facilitate innovation, fair competition and equitable treatment of all role players to ensure a range of quality services are available to end - users and audiences.
- Reinforce the right of South African citizens and consumers to maximum transparency in how services are delivered and conditions under which they are delivered.
- Ensure that ICTs recognize and protect the right to an environment that is not harmful to health or well-being.

National Priority Outcomes

With the establishment of the Department of Planning Monitoring and Evaluation, government has adopted a service delivery strategy of identifying key national outcomes which all government departments and public entities have to align their strategic outcome oriented goals and strategic objectives to. Thus, ICASA strategic outcome oriented goals and strategic objectives presented in this document are aligned to the following outcomes out of the 14 which government has developed:

Outcome 12: An Efficient, Effective and Development-Oriented Public Service

Outcome 12 covers the following key areas:

- Service delivery quality and access
- Human resources management and development
- Business process, systems, decision rights and accountability
- Tackled corruption effectively
- Nation building and national identity
- Citizen participation and
- Social cohesion

Outcome 14: Fostering constitutional values (social cohesion, common national identity)

Outcome 14 is about the following five long five long-term nation building goals for South Africa:

- Knowledge of the Constitution and fostering Constitutional values
- Equalizing opportunities, promoting inclusion and redress
- Promoting social cohesion across society through increased interaction across race and class
- Promoting active citizenry and broad-based leadership
- Achieving a social compact that will lay the basis for equity, inclusion and prosperity for all.

4.4 Relevant Court Rulings

The Authority has not been part of any court rulings which may be taken on appeal in 2016/17.

5. Situational Analysis

Besides taking cue from the legislative and political mandates, ICASA also did an analysis of its performance environment looking at the global, regional and national trends and the political, economic, social, technological, legal and environmental factors that impact the performance environment.

ICTs act as a vector of social development and transformation by improving access to basic services, enhancing connectivity, and creating employment opportunities.

The ICT revolution holds the potential of transforming economies and societies and of addressing some of the most pressing global challenges of our time. Second, this ICT revolution is well under way in some parts of the world.

In these places, it is even accelerating as a result of the ubiquity of broadband Internet, the democratization of technologies, and the accelerating pace of innovation. Third, the ICT revolution has not so far reached large parts of the planet. Many 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. Finally, 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.

5.1 Performance Environment

Digital television broadcast is becoming pervasive due to migration to digital terrestrial television. A number of countries have already migrated to DTT whilst others in SADC, including our country are starting the process. All efforts are being made to make set top boxes for DTT available, free at same level, at a cost in other levels.

At the same time, digital television sets are coming into the market, a phenomena that will help speed up DTT migration, proliferation of digital television choice as ICASA license the various multiplexes until 2019.

It is well known that a debate is ongoing about movement of DTT to satellite, a matter that will be debated at ITU by 2023. We will be part of that debate to ensure cost of migration and use for audiences are minimised.

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 National Development Plan 2030, pronounces that ICTs will transform economic and social activities. ICASA's regulatory making process specifically indicates that the postal sector's role has always been to make sure that poor communities are included in the mainstream economy. As a government organisation, ICASA acknowledges that the INTERNET is a global resource which enhances domestic socio-economic development. Through identification and review of legislative gaps on the postal sector there is an emphasis for the South African Post Office (SAPO) to ensure that postal outlets offer connectivity through INTERNET services. Indeed the world is changing and there is great effort to close the legislative gap on postal services to ensure that postal networks operate efficiently to deliver the highest quality of service and meet customers' needs and expectations. The sector has evolved from the way it was used traditionally to take technological developments into account in an attempt to remain relevant in the current environment. Postal operators need to ensure that they diversify their activities and invest in the postal network's three dimensions – physical, financial and digital/electronic services. For example, government is investing in digitising the South African Postal Services (SAPO) to increase financial inclusion, taking advantage of the widespread footprint of the post office, countrywide. It is of necessity to foster sustainable development in the postal sector and this should be understood in its broadest sense to encompass the sustainability of postal business models and not only environmental and social issues.

The strategy session also determined the threats which it has to address and the opportunities it has to take advantage of. The opportunities and threats are presented in the table below.

Opportunities	Threats
Political	
ITU / WRC-15 outcomes on spectrum allocation	Industry driven by technology trends. Possible failure of regulation to keep up with technological trends. Lack of policy certainty on key regulatory matters
A sustainable hybrid funding model of the organisation's mandate	Lack of an enabling funding model to deliver on our mandate
	Coordinated collaboration with DOC and DTSP
Economic	
Strategic regulatory interventions to promote economic growth through ICTs	Low levels of GDP growth (risk of recession) may curtail investment in ICT infrastructure
Consolidation in the ICT sector	Ineffective competition and anti-competitive effects
Social	
Digital migration presents opportunities to improve social cohesion and create opportunities for socio-economic growth	Increased levels of inequality and digital divide
Promotion of universality in access to ICT services.	Unintended consequences of increased regulatory burden
Build a positive reputation / image for ICASA	
Increase consumer participation in all regulatory processes	
Technological	
WRC-15 Outcomes present an opportunity for structured regulatory management of innovation technologies and associated spectrum demands: <ul style="list-style-type: none"> ▪ IMT 2020 ▪ Internet of Things 	Increased demand for spectrum: <ul style="list-style-type: none"> ▪ Policy uncertainty with regards to assignment of high demand spectrum
Enabling innovative technologies to promote broadband deployment	Disruption of traditional services by new technologies
Legal	
An institutional and legislative framework that supports regulatory independence	<ul style="list-style-type: none"> ▪ A sub-optimal funding model could undermine independence

Clearly defined mandate with broad powers to regulate the sector	<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
Partnerships and collaborations with other agencies enhance the ability of ICASA to deliver across all disciplines of its mandate	Concurrent jurisdiction and mandate creeping
Environmental	
A regulatory framework for rapid deployment of broadband infrastructure would facilitate universal access, thereby contributing to economic development	Environmental law compliance requirements may unduly hamper broadband infrastructure deployment

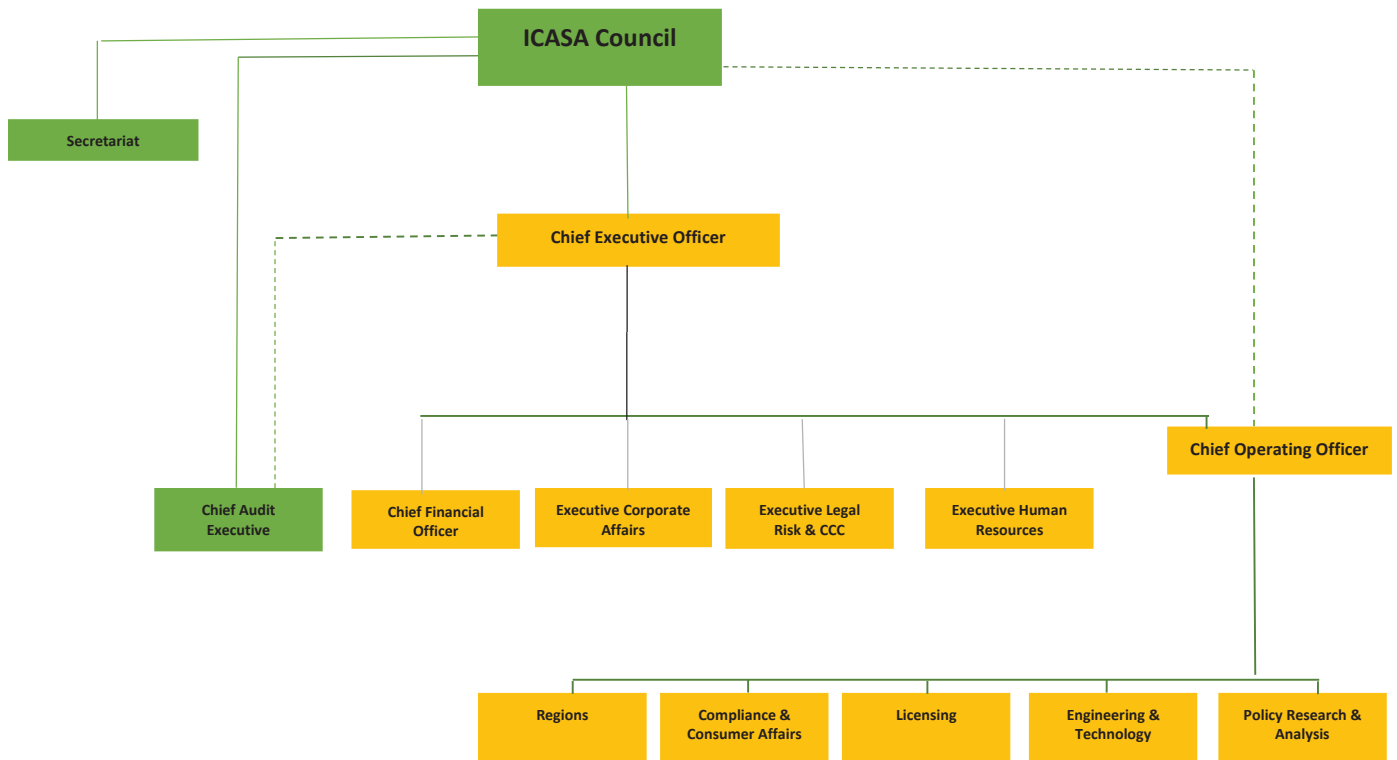
5.2 Organizational Environment

Basing itself on the situation in its performance environment, the organization did a self-assessment in order to determine its readiness to do business. The assessment was done by looking at its strengths and weaknesses.

5.2.1 Personnel Information

The Authority did an alignment exercise in 2014 which resulted in the organizational structure depicted below. Although there have been a number of changes in the Authority's performance environment, they do not warrant any drastic changes in the organizational structure. However, minor changes may have to be made in the form of human resources shifting in order to ensure perfect fit and derivation of maximum value out of the Authority skill set. Where a perfect fit in the existing divisions cannot be attained creation of a division to pull those skill sets which can add better value together may have to be explored.

Authority’s Organizational Structure



Council

Item	Quantity
Council	3
Secretariat	9

Staff Complement

The current head count comprise of 339 employees as depicted in the table below. The organization is adequately capacitated to deliver on its mandate despite the threats outlined in its performance environment.

Division	Number of Staff Members
CEO’s Office	4
COO’s Office	3
Compliance & Consumer Affairs	34
Corporate Affairs	45
Engineering & Technology	13
Finance	46
Human Resources	14

Internal Audit	13
Legal and CCC	10
Licensing	63
Policy Research & Analysis	21
Regional Office	73
Grand Total	339

Personnel Information

Table 3.45 Independent Communications Authority of South Africa personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2016		Number and cost ¹ of personnel posts filled / planned for on funded establishment															Number		
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Salary level/Total: Average (%)				
		2014/15		Unit Cost	2015/16		Unit Cost	2016/17		2017/18		2018/19				2015/16 - 2018/19			
Independent Communications Authority of South Africa		Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost			
Salary level	327	341	329	153.5	0.5	327	161.8	0.5	341	171.8	0.5	341	181.8	0.5	341	192.4	0.6	5.9%	100.0%
1 – 6	1	1	1	0.2	0.2	1	0.2	0.2	1	0.2	0.2	1	0.2	0.2	1	0.2	0.2	5.9%	0.3%
7 – 10	200	207	201	77.0	0.4	200	81.1	0.4	207	86.1	0.4	207	91.1	0.4	207	96.4	0.5	5.9%	60.8%
11 – 12	81	79	82	41.9	0.5	81	44.2	0.5	79	47.0	0.6	79	49.7	0.6	79	52.6	0.7	5.9%	23.6%
13 – 16	44	53	44	32.1	0.7	44	33.9	0.8	53	36.0	0.7	53	38.1	0.7	53	40.3	0.8	5.9%	15.0%
17 – 22	1	1	1	2.3	2.3	1	2.4	2.4	1	2.6	2.6	1	2.7	2.7	1	2.9	2.9	5.9%	0.3%

1. Rand million.

5.2.2 Overview of 2016/17 Budget MTEF Estimates

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
				Main appropriation	Adjusted Appropriation			
R thousand '000	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1. Administration	232 337	226 694	210 186	226 303	226 303	235 893	202 398	214 732
2. Licensing	22 348	29 391	33 044	28 452	28 452	29 885	42 218	44 749
3. Policy Research and Analysis	21 014	27 393	33 557	23 405	23 405	24 344	32 025	33 884
4. Engineering & Technology	37 493	36 043	46 115	36 185	36 185	38 225	58 213	61 589
5. Regions			39,098	63,183	63 183	70,672	74 205	77 915
6. Compliance Consumer Affairs	21 736	19 671	22 109	14 724	14 724	15 459	26 067	27 577
Subtotal	334 928	339 192	384 103	392 262	392 262	414 481	435 205	460 447
Direct chargers against revenue fund	-	-	-					
Total	334 928	339 192	384 103	392 262	392 262	414 481	435 205	460 447
Changes to budget estimate						511	57 615	59 912

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
	R thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Economic Classification								
Current Payments	334 928	339 192	384 103	392 262	392 262	414 481	435 205	460 447
Compensation of employees	194 269	204 072	235 959	253 685	253 685	261 294	274 360	290 273
Goods and Services	140 659	135 120	148 144	138 677	138 577	153 187	160 845	170174
of which:								
Communication	12 105	5 265	5,711	12 866	12 886	12,921	16 460	17,414
Computer Services	9,892	8,540	18,742	12,109	12,109	13,320	16,601	17,564
Consultants, contracts and special services	13,925	18,411	25,796	11,568	11,568	15,213	57,505	60,840
Inventory	271	1,085	1,269	1,197	1,197	1,617	2,611	2,762
Maintenance repair and running cost	3,008	1,470	1,254	3,748	3,748	4,142	5,325	5,633
Operating leases	44,779	27,923	38,310	40,061	40061	44,067	49,499	52,370
Travel and subsistence	17,298	18,203	15,656	12,612	12,612	17,298	18,302	0
other	38 761	54 223	41 406	23 357	23 357	44 609	5,458	13 591
interest and rent on land	620							
Financial transactions in assets and liabilities								
Transfers and subsidies to:	0	0	0	0	0	0	0	0
Provinces and municipalities								
Departmental agencies and accounts								
Universities and technikons								
Public corporations and private enterprises								
Foreign governments and international organisations								
Non-profit institutions								
Households								
Payment for capital assets	0	0	0	0	0	0	0	0
Building and other fixed structures								
Machinery and equipment								
Cultivated assets								
Software and other intangible assets								
Land and subsoil assets								
of which: Capitalised compensation								
Total	334 928	339 192	384 103	392 262	392 262	414 481	435 205	460 447

5.2.3 Expenditure Analysis

The national development plan envisages strengthening the Independent Communications Authority of South Africa's mandate for nation building. This contributes directly to outcome 14 (nation building and social cohesion) of government's 2014-2019 medium term strategic framework, and indirectly to outcome 6 (an efficient, competitive and responsive economic infrastructure network) and outcome 12 (an efficient, effective and development oriented public service). Over the medium term, the Authority's focus will be on increasing access to meet the high demand for wireless broadband services, protecting consumers against harmful practices employed by operators in the use of premium rated services, increasing competition in the broadcasting sector and developing a regulatory framework for dynamic spectrum management.

The Authority seeks to increase access to the high demand spectrum from the current 566.69MHz to 890.305MHz in 2018/19. Access to this spectrum will enable the rollout of wireless broadband infrastructure by licensees. In 2016/17, the Authority will make an additional 240MHz of broadband spectrum available to licensees for the provision of broadband services. The Authority seeks to protect consumers from harmful practices employed by the operators in the use of premium rated information and entertainment services. This will be achieved by finalising regulations on premium rated services in 2016/17. In a bid to increase competition in the telecommunications sector, the authority plans to review the number portability regulations over the medium term to enable all telecommunication service members to be ported. These activities are funded in the policy research and analysis affairs programme which has an allocation of R90.3million over the medium term.

To increase competition in the commercial broadcasting sector, the Authority plans to license an additional sound broadcaster in the Northern Cape in 2016/17, and establish an office in Limpopo at a projected cost of R7million. Attention will also be given to finalising the relocation of the Authority's head office in Sandton, Johannesburg to a central location accessible to all licensees when the current lease expires in October 2017 following proper due diligence. As these processes are administered and managed by the organization's personnel, compensation of employees is expected to be the main driver of expenditure accounting for an estimated 60 per cent of the total budget. These activities are funded in the licensing programme, which is allocated R116.9million over the medium term.

To facilitate effective competition in the ICT sector by the end of 2018/19, the Authority aims to contribute to improving the quality of communication in South Africa by increasing the range of mobile network coverage by 15 per cent, and extending network measurements to include data as opposed to only voice calls. The Authority will obtain inputs from the 5G Forum, a global network that aims to become the leading force in the development of next generation communications, to make contributions to the International Telecommunications Union by the end of 2018/19, and will update the national radio frequency plan and the radio frequency migration

strategy within the engineering and technology programme, which has an allocation of R158.1million over the medium term.

The Authority will develop several regulatory frameworks over the medium term. These will aim to regulate dynamic and opportunistic spectrum management, V-band and E-band spectrums (with updated and refined broadband coverage and infrastructure maps published on the Authority's website by end of 2016/17), and exemptions for resellers of electronic communication network services. It will also monitor coverage of municipal elections by broadcasting service licensees to maintain equitable coverage of political parties in 2016. These activities are funded in the compliance and consumer affairs programme, which has an allocation of R69.1million over the medium term.

The authority intends to manage and keep the cost of living adjustment for compensation of employees below 10 per cent over the medium term to bring salaries in line with other entities within the ministry and the ICT sector at large. As a result, expenditure on compensation of employees is set to increase from R263.2million in 2016/17 to R290.3million in 2018/19.

The Authority's main source of funding is through transfers of R1.4billion over the medium term from the Department of communications. Revenue is expected to increase from R425.5million in 2016/17 to R521.8million in 2018/19.

5.4 Description of the strategic planning process

ICASA's planning process finds fit within the government planning process through the Framework for Strategic Plans and Annual Performance Plans (FSPAPP) August, 2010 and the Framework for Managing Programme Performance Information (FMPPPI) May, 2007 which have been issued by National Treasury in terms of the mandates set out in section 215 and 216 of the Constitution.

FSPAPP aligns strategic and annual performance planning with emphasis on the outcomes oriented monitoring and evaluation approach led by the Presidency. The framework requires that the cost of initiatives must be linked to results to ensure value for money.

FMPPPI outlines the key concepts in the design and implementation of management systems to define, collect, report and use performance information in the public sector.

The National Treasury revised Treasury Regulations 5 and 30 issued in terms of the Public Finance Management Act to provide the legal basis for the implementation of FSPAPP and support implementation of FMPPPI.

According to the regulations, institutions have to:

- Produce and table a Strategic Plan with a five-year time horizon.

- Produce and table an Annual Performance Plan including forward projections for a further two years. The Annual Performance Plan has to be consistent with Medium Term Expenditure Framework (MTEF) period with annual and quarterly performance targets
- Identify a core set of indicators to use to monitor institutional performance
- Adopt a quarterly reporting system. Submit information to Executive Authority, Presidency, National Treasury and Parliamentary Portfolio Committees.

On the basis of the above legislative prescripts on planning, the strategic plan was developed through a process which involved a strategy session attended by the ICASA Council, CEO, Executive Managers, Senior Managers and Managers from all divisions.

Council gave strategic direction and management developed the strategic outcome oriented goals and strategic objectives as a team. After the strategy session, management worked together to develop the Annual Performance Plan to set annual targets as well as quarterly targets.

6. ICASA Outcome Contribution

The Authority will contribute to the following national outcomes:

- **Outcome 6:** Efficient Competitive Economic Infrastructure
- **Outcome 12:** An Efficient, Effective and Development-Oriented Public Service
- **Outcome 14:** Fostering constitutional values (social cohesion and common national identity).

The table below outlines the Authority's Strategic Outcome Oriented Goals and the Strategic Objectives for its core business:

Strategic Outcome Oriented Goals	Strategic Objectives ¹
SOOG 1: Universal Access to Broadband Services	SO 1.1: Increased access to available broadband spectrum
	SO 1.2: Reduced Regulatory burden for equipment manufacturers and importers
	SO 1.3: To protect consumers from harmful practices in the use of Premium Rated Services
	SO 1.4: 5G Forum for South Africa
	SO 1.5: National radio frequency planning review to align to WRC-15 outcome
	SO 1.6: Dynamic and opportunistic spectrum use
	SO 1.7: Millimetre-wave band availability
	SO 1.8: Broadband coverage availability information for consumers

¹ The strategic objectives numbering above is just for listing them according to SOOG. From page 33 and it the APP they are numbered according to Programme given that one Programme contributes to more than one SOOG.

	SO1.9 Imposition of Obligations on licensees
SOOG2: Access to communication services at affordable prices	SO2.1: Increased competition and diversity in the commercial television broadcasting sector
	SO 2.2: Increased competition in the Electronic Communications sector
	SO 2.3: Reduce barriers to entry into the broadband market
	Reduce barriers to entry into subscription broadcasting market
	SO 2.4: ECS/ECNS Reseller market exemption regulations clarification
SOOG 3: Improve Organizational Service Delivery	SO 3.1: Improved utilization of spectrum
	SO 3.2: Quality telecommunication services
	SO 3.3: Harmonisation of cross-border communication
	SO 3.4: Access to ICASA services
	SO 3.5: Protection of consumers from harmful practices
	SO 3.6: Promote consumer participation in the ICT sector
	SO 3.7: Monitor compliance with licence terms and conditions by licensees
	SO 3.8: Promote consumer participation in the ICT sector
	SO 3.9: Consumer Complaints Resolution
	SO 3.10: Promote consumer participation in the ICT sector
SOOG 4: Common National Identity and Social Cohesion	SO 4.1: Improved social cohesion through community television broadcasting sector
	SO 4.2: Promote common national identity through broadcasting services
	SO 4.3: Nat Joint Operations instructions execution
	SO 4.4: Improved ICASA awareness through consumer engagement campaigns
	SO 4.5: Promote equitable coverage of elections
	SO 4.6: Transformation in the ICT Sector

7. Strategic Outcome-Oriented Goals of the ICASA

Strategic Outcome Oriented Goal 1	Universal Access to Broadband Services
Goal Statement	Contribute to broadband coverage increase from 33.7% to 90% at 5Mbps, 50% at 100Mbps by 2019
Strategic Outcome Oriented Goal 2	Access to communication services at affordable prices
Goal Statement	Increase access to communication services at affordable prices through increase in competition by reducing concentration in the broadband and

	subscription services markets from 3600 to 1800 per market/service by 2021
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Strategic Outcome Oriented Goal 3	Improve Organizational Service Delivery
Goal Statement	Increase quality of services to all stakeholders from 29% to 80% by 2021

Strategic Outcome Oriented Goal 4	Common National Identity and Social Cohesion
Goal Statement	Increase television broadcasting platforms from 3 to 7 by 2019 to foster common national identity and social cohesion

Part B: Programmes and Sub-Programmes Plans

8. Programme 1: Administration

Sub-Programme: Office of the CEO

Strategic Objectives and annual targets for 2016/17

Strategic Outcome Oriented Goal		Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets		
			2014/15	2015/16	2016/17	2017/2018	2018/2019
3.1	Financial Management	Clean audit annually	Unqualified audit	Unqualified audit	Clean audit	Clean audit	Clean audit
3.2	Service Delivery	80%	29%	50%	60%	70%	80%
3.2.1	Strategic Direction and Planning	90% compliance with National Treasury planning frameworks annually	40% compliance with National Treasury planning frameworks	60% compliance with National Treasury planning frameworks	70% compliance with National Treasury planning frameworks annually	80% compliance with National Treasury planning frameworks annually	90% compliance with National Treasury planning frameworks annually
3.2.2	Monitoring and evaluation	90% compliance with the Department of Planning, Monitoring and Evaluation (DPME) Policy framework for the government-wide monitoring and evaluation system (GWMES)	30% compliance with DPME GWMES	50% compliance with DPME GWMES	70% compliance with DPME GWMES	80% compliance with DPME GWMES	90% compliance with DPME GWMES

Indicators and annual targets for 2016/17

Sub-Programme Performance Indicator		Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets		
			2014/15	2015/16	2016/17	2017/2018	2018/2019
3.1	Type of organizational Audit findings	Clean audit annually	Unqualified audit	Unqualified audit	Clean audit	Clean audit	Clean audit
3.2	% of organizational performance attained	80%	29%	50%	60%	70%	80%
3.3	% of organizational compliance attained	90% compliance with National Treasury planning frameworks annually	40% compliance with National Treasury planning frameworks	60% compliance with National Treasury planning frameworks	70% compliance with National Treasury planning frameworks annually	80% compliance with National Treasury planning frameworks annually	90% compliance with National Treasury planning frameworks annually
3.4	% of organizational compliance attained	90% compliance with the Department of Planning, Monitoring and Evaluation (DPME) Policy framework for the government-wide monitoring and evaluation system (GWMES)	30% compliance with DPME GWMES	50% compliance with DPME GWMES	70% compliance with DPME GWMES	80% compliance with DPME GWMES	90% compliance with DPME GWMES

Quarterly Targets for 2016/17

Sub-Programme Performance Indicators		Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
3.1	Type of organizational Audit findings	Annually	Clean audit				Clean audit
3.2	% of organizational performance attained	Quarterly	60%	60%	60%	60%	60%
3.3	% of organizational compliance attained	Annually	70% compliance with National Treasury planning	70% compliance with National Treasury planning	70% compliance with National Treasury planning	70% compliance with National Treasury planning	70% compliance with National Treasury planning

			frameworks annually				frameworks annually
3.4	% of organizational compliance attained	Monthly	70% compliance with DPME GWMES	70% compliance with DPME GWMES	70% compliance with DPME GWMES	70% compliance with DPME GWMES	70% compliance with DPME GWMES

Sub-Programme: Corporate Affairs

Strategic objective annual targets for 2016/17

Strategic Objective	Strategic Plan Target	Annual/Actual Performance	Estimated Performance				
			2014/15	2015/16	2016/17	2017/2018	2018/2019
3.1	Increase integration of processes and systems from 0% to 80% by 2019	80% integration of processes and systems	10%	30%	50%	70%	80%
3.2	Migration of records from 10% to 80% into a centralized knowledge management system by 2019	80% of the records migrated to a centralized management system	0%	10%	50%	70%	80%
3.3	Increase ICASA's corporate communication reach from 10% to 80% by 2019 on relevant platforms	80% communication all platforms	5%	10%	40%	60%	80%
3.4	To coordinate and foster ICASA mandate through International Relations through increased affiliations from 3 to 5 by 2019	3 Affiliations with international organisations <i>Effective co-ordination of all international relation events</i>	3 Affiliations 15 international relations stakeholders coordinate	3 Affiliations 15 international relations stakeholders coordinate	3 Affiliations 17 international relations stakeholders coordinate	4 Affiliations 19 international relations stakeholders coordinate	5 Affiliations 20 international relations stakeholders coordinate
3.5	Increase security and OHS from 20%	Security and OHS by 80%	10%	20%	40%	60%	80%

	to 80% by 2019						
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Indicators and annual targets for 2016/17

Sub-Programme Performance Indicator	Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets			
		2014/15	2015/16	2016/17	2017/2018	2018/2019	
3.1	Percentage integration of processes and systems	80% integration of processes and systems	10%	30%	50%	70%	80%
3.2	% of records migrated to a centralized management system	80% of the records migrated to a centralized management system	0%	10%	50%	70%	80%
3.3	% of communications platforms	80% of communication all platforms	5%	10%	40%	60%	80%
3.4	Number of affiliations	3 Affiliations with international organisations	3 Affiliations	3 Affiliations	3 Affiliations	4 Affiliations	5 Affiliations
	Number of coordinations	17 coordination of all international relation events	15 international relations stakeholders coordinations	15 international relations stakeholders coordinations	17 international relations stakeholders coordinations	19 international relations stakeholders coordinations	20 international relations stakeholders coordinations
3.5	% increase in safety and OHS	organizational security at 80% by 2019	40%	50%	60%	70%	80%

Quarterly Targets for 2016/17

Sub-Programme Performance Indicators	Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets				
			1 st	2 nd	3 rd	4 th	
3.1	Percentage integration of processes and systems	Quarterly	50%	10.5%	10%	10.5%	10%
3.2	% of records migrated to a centralized	Quarterly	50%	10%	10.5%	10%	10.5%

	management system						
3.3	% of communications platforms	Quarterly	50%	10%	20	10%	10%
3.4	Number of increased affiliations and Number of coordinate International Relations events	Quarterly	3	3	0	0	0
		Quarterly	17	4	4	4	5
3.5	% increase in safety and OHS	Quarterly	60%	15%	15%	15%	15%

Sub-Programme: Finance

Strategic objective annual targets for 2016/17

Strategic Objective	Strategic Plan Target	Annual/Actual Performance	Estimated Performance				
			2014/15	2015/16	2016/17	2017/2018	2018/2019
3.1	Reduce irregular and fruitless and wasteful expenditure from R32m to R0m by 2019	R0m	R32 million	32 million	16 million	7 million	0 million
3.2	To increase collection of revenue	99%	99% (R1 642 643 607)	99%	99%	99%	99%
3.3	Compliance with regulations on supplier payments 92% to 100% within 30 days by 2019	100%	92%	92%	95%	100%	100%
3.4	Payment of SMMEs	100%	0	100%	100%	100%	100%
3.5	Increase finance support to Programmes from 88% to 100% by 2019	100%	88%	88%	95%	99%	100%

Indicators and annual targets for 2016/17

Sub-Programme Performance Indicator	Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets
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			2014/15	2015/16	2016/17	2017/2018	2018/2019
3.1	Amount of fruitless and wasteful expenditure	0million	R32 million	32 million	16 million	7 million	0million
3.2	% of revenue collected	100%	(99%)R1 642 643 607	99%	99%	100%	100%
3.3	% of suppliers paid	100%	92%	92%	95%	100%	100%
3.4	% of small and medium enterprises paid	100%	0%	0%	90%	100%	100%
3.5	% of support provided to Programmes	100%	92%	88%	95%	99%	100%

Quarterly Targets for 2016/17

Sub-Programme Performance Indicators	Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets				
			1 st	2 nd	3 rd	4 th	
3.1	Amount of wasteful expenditure	Quarterly	16 million	4million	4million	4million	4million
3.2	% of revenue collected	Quarterly	99%	99%	99%	99%	99%
3.3	% of suppliers paid	Quarterly	95%	92%	93%	94%	95%
3.4	% of small and medium enterprises paid	Quarterly	100%	100%	100%	100%	100%
3.5	% of support provided to Programmes	Quarterly	95%	88%	90%	92%	95%

Sub-Programme: Human Resources

Strategic objective annual targets for 2016/17

Strategic Objective	Strategic Plan Target	Audited/Actual Performance	Estimated Performance	Medium-Term Targets			
				2014/15	2015/16	2016/17	2017/2018
3.1	Strategic talent management framework	100%	5%	20%	50%	80%	100%

ork fully implem ented by 2019							
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Indicators and annual targets for 2016/17

Sub-Programme Performance Indicator		Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets		
			2014/15	2015/16	2016/17	2017/2018	2018/2019
3.1.1	% of Talent Sourced	100%	5%	20%	50%	80%	100%
3.1.2	% of Performance Management & OD implemented	100%	5%	20%	50%	80%	100%
3.1.3	% of Human Resource Development implemented	100%	5%	20%	50%	80%	100%
3.1.4	% of Employee Relations carried out	100%	5%	20%	50%	80%	100%

Quarterly Targets for 2016/17

Sub-Programme Performance Indicators		Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
3.1.1	% of Talent Sourced	Quarterly	50%	12.5%	12.5%	12.5%	12.5%
3.1.2	% of Performance Management & OD implemented	Quarterly	50%	12.5%	12.5%	12.5%	12.5%
3.1.3	% of Human Resource Development initiatives implemented	Quarterly	50%	12.5%	12.5%	12.5%	12.5%
3.1.4	% of Employee Relations carried out	Quarterly	50%	12.5%	12.5%	12.5%	12.5%

Sub-Programme: Internal Audit

Strategic objective annual targets for 2016/17

Strategic Objective	Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets			
		2014/15	2015/16	2016/17	2017/2018	2018/2019	
3.1	Provide risk based audit assurance to ARC and management on 100% audit projects identified in an approved annual audit plan	100%	84%	84%	85%	87%	100%
3.2	Implement an automated monthly issue tracking process in respect of reporting, aging, and escalation of 100% of issues tracked by 2017	12	12	12	12	12	12
3.3	Increase coverage of continuous monitoring initiatives from 1 to 4 high risk processes by 2019	4	0	1	1	1	1
3.4	Optimize the combined assurance model in respect of identifying all gaps and duplication of risk assurance across the organization by 2019	12	0	4	4	4	4

Indicators and annual targets for 2016/17

Sub-Programme Performance Indicator	Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets			
		2014/15	2015/16	2016/17	2017/2018	2018/2019	
3.1	% of audit plan	100%	84%	84%	85%	87%	90%
3.2	% of issues tracked	12	12	12	12	12	12
3.3	Number of high risk processes	4	0	1	1	1	1
3.4	Number of combined reports	12	0	1	4	4	4

Quarterly Targets for 2016/17

Sub-Programme Performance Indicators		Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
3.1	% of audit plan	Quarterly	85%	15	25	25	20
3.2	% of issues tracked	Monthly	12	3	3	3	3
3.3	Number of high risk processes	Annually	1	-	-	-	1
3.4	Number of combined reports	Quarterly	4	1	1	1	1

Sub-Programme: Legal, Risk & CCC

Strategic objective annual targets for 2016/17

Strategic Objective		Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets		
			2014/15	2015/16	2016/17	2017/2018	2018/2019
3.1	Develop a repository of analysed legal opinions, case law and CCC findings by 2019	1	0	0	0.5	0.5	1
3.2	Increase risk and compliance maturity level from 1 to 3 by 2019	Level 3	0	Level 1	Level 1	Level 2	Level 3
3.3	Drafted and vetted legal documents and managed litigation as well as regulation drafting manual, litigation strategy guidelines and contract templates by 2019	90% as per SLA	15	20% as per SLA	50% as per SLA	75% as per SLA	90% as per SLA

Indicators and annual targets for 2016/17

Sub-Programme Performance Indicator	Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets		
		2014/15	2015/16	2016/17	2017/2018	2018/2019

3.1	Number of repositories	1	0	0	0.5	0.5	1
3.2	Rating	Level 3	Level 1	Level 1	Level 1	Level 2	Level 3
3.3	% as per SLA	90% as per SLA	15	20% as per SLA	50% as per SLA	75% as per SLA	90% as per SLA

Quarterly Targets for 2016/17

Sub-Programme Performance Indicators	Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets				
			1 st	2 nd	3 rd	4 th	
3.1	Number of	Quarterly	0.5	0.1	0.3	0.4	0.5
3.2	Rating	Quarterly	Level 1	1	1	1	1
3.3	% as per SLA	Quarterly	50% as per SLA	30% as per SLA	40% as per SLA	45% as per SLA	50% as per SLA

Expenditure Trends and Estimates: Administration

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
				Main appropriation	Adjusted Appropriation			
R thousand '000	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
Administration	232 337	226 694	249 284	289 486	289 486	306 565	276 603	292 648

9. Programme 2: Licensing

Strategic objective annual targets for 2016/17

Strategic Objective	Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets			
				2014/15	2015/16	2016/17	2017/2018
1.1	Increased access to available broadband spectrum from 566MHz to 890.305MHz by 2019	890.305M Hz	566MHz	566MHz	566MHz	810.305	890.305
1.2	Reduced Regulatory burden for equipment manufacturers and importers by determining regulatory position to exempt certain devices from the	1 Regulatory position to exempted devices	Type Approval Regulations 2013	Type approval Regulations 2013	1 regulatory position for exempted devices		

	Type Approval process by 2017						
1.3	To protect consumers from harmful practices in the use of Premium Rated Services by determining regulatory position related to the premium rated services code of conduct by 2017	1 regulatory position related to Premium rated Services		Approved Draft Regulations on Premium Rated Services	1 regulatory position on Premium Rated Services		
2.1	Increased competition and diversity in the commercial television broadcasting sector by Licensing of 100% of MUX3 capacity to subscription and free to air broadcasters by 2019	Licensing of 100% of MUX3 capacity	Promotion of diversity and competition in the DTT Regulation	ITA 45% of Mux 3 for subscription broadcasters	45% of MUX3	ITA for 55% of Mux 3 for free to air broadcasters	55% of MUX3
2.3	Increase competition in the Electronic Communications sector by review the existing number portability regulations to enable the portability of all number ranges by 2017	1 regulatory position on number portability regulation	Number Portability Regulations 2005	Approved Terms of Reference for the appointment of a Service Provider	Public hearings and deliberations	1 regulatory position on number portability regulation	
2.3.1	Increased competition and diversity in the commercial broadcasting sector by completing one licensing process for commercial sound broadcasting services in Northern Cape by 2017	1 completed licensing process of commercial sound broadcasting services in the Northern Cape	2004 Position paper on the review of ownership and control of broadcasting services and existing commercial sound broadcasting licences	Publication of the Invitation To Apply	1 completed licensing process of commercial sound broadcasting services in the Northern Cape		

2.3.2	Improved service delivery in processing of class broadcasting service licences, Class ECS and ECNS licenses and postal registrations licence applications and authorizations within 30 of receipt, from 91.5% to an average of 96% where there is no outstanding or further information required by 2019	96%	81%	91.5%	92% average	94% average	96% average
2.3.3	Improved service delivery in processing of Type Approval applications within 30 days of receipt, from 18% to an average of 70% , where there is no outstanding or further information required by 2019	90%	80%	18%	50% average	60% average	70% average
2.3.4	Improved service delivery in processing of Numbering applications within 20 of receipt, from 94% to an average of 98%, where there is no outstanding or further information required by 2019	98%	100%	94%	96% average	97% average	98% average
2.3.5	Improved service delivery in processing of licence amendments, transfer and change of control applications within 180 of receipt, from 88.9% to an average of 96%, where there is no outstanding or further information required by 2019	96%	59%	88.9%	92% average	94% average	96% average
2.3.6	Improved service delivery in processing of	87%	99.04%	81%	83% average	85% average	87% average

	radio frequency spectrum applications within 60 of receipt, from 81% to an average of 87% where there is no outstanding or further information required by 2019						
4.1	Improved social cohesion through community television broadcasting sector by Licensing of 15% of MUX 1 capacity to community television broadcasters by 2019	Licensing of 15% of Mux 1.	Digital Migration Regulations, 2012.	Digital Migration, 2012	No deliverable	50% of 15% of Mux 1	50% of 15% of Mux 1

Indicators and annual targets for 2016/17

Programme Performance Indicator	Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets			
				2014/15	2015/16	2016/17	2017/2018
1.1	MHz	890.305MHz	566MHz	566MHz	566MHz	850.305	890.305
1.2	Number of regulatory position for exempted devices	1 regulatory position for exempted devices	Type Approval Regulations 2013	Type Approval Regulations 2013	1 regulatory position for exempted devices		
1.3	Number of regulatory position for Premium rated Services.	1 regulatory position on Premium Rated Services		Approved Draft Regulations on Premium Rated Services	1 regulatory position on Premium Rated Services		
2.1	% of Mux 3 capacity licensed	Licensing of 100% of MUX3 capacity	Promotion of diversity and competition in the DTT Regulation	ITA 45% of Mux 3 for subscription broadcasters	45% of MUX3	ITA for 55% of Mux 3 for free to air broadcasters	55% of MUX3
2.3	Number of regulatory position on number portability regulations	1 regulatory position on number portability regulation	Number Portability Regulations 2005	Approved Terms of Reference for the appointment of a Service Provider	Public hearings and deliberations	1 regulatory position on number portability regulation	
2.3.1	Number of licensing processes of commercial sound broadcasting services in	1 completed licensing process of commercial sound broadcasting services in	2004 Position paper on the review of ownership and control of broadcasting services and	Publication of the ITA	1 completed licensing process of commercial sound broadcasti		

	the Northern Cape	the Northern Cape	existing commercial sound broadcasting licences		ng services in the Northern Cape		
2.3.2	Percentage of class licences, postal registrations and authorisations applications that are processed within the stipulated timeframes	96%	81%	91.5%	92% average	94% average	96% average
2.3.3	Percentage of Type Approval applications that are processed within the stipulated timeframes	90%	80%	18%	50% average	60% average	70% average
2.3.4	Percentage of Numbering applications that are processed within the stipulated timeframes	98%	100%	94%	96% average	97% average	98% average
2.3.5	Percentage of amendment, transfer and change of control applications that are processed within the stipulated timeframes	96%	59%	88.9%	92% average	94% average	96% average
2.3.6	Percentage of Radio Frequency Spectrum applications that are processed within the stipulated timeframes	87%	99.04%	81%	83% average	85% average	87% average
4.1	% of MUX 1 capacity licensed	Licensing of 15% of Mux 1.	Digital Migration Regulations, 2012.	Digital Migration, 2012	No deliverable	50% of 15% of Mux 1	50% of 15% of Mux 1

Quarterly Targets for 2016/17

Programme Performance Indicators		Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1	MHz	Annual	566MHz	Deliberation on information memorandum	Draft ITA presented to Council	Final ITA approved by Council for publication	566MHz
1.2	Number of regulatory position for the exempted devices	Annual	1 regulatory position for exempted devices	Benchmark report	Published Draft regulations	Public hearings, deliberations	1 regulatory position for the exempted devices
1.3	Number of regulatory position related to Premium rated Services.	Annual	1 regulatory position on Premium Rated Services	Analysis of Public submissions	Public Hearings	Post Hearing analysis of oral submissions and recommendation to council	1 regulatory position on Premium Rated Services
2.1	% of Mux 3 capacity licensed	Annual	Licensing of MUX3 capacity subscription broadcasters	Analysis report approved by the committee	Bidding rules and invitation to bid sent to successful applicants	Deliberations, recommendations, and decisions	legal vetting and Council decision implemented
2.3	Number of regulatory position on number portability regulations	Annual	Public hearings and deliberations	Appointed Service Provider	Report on Economic model	Published draft regulatory position	Public hearings and deliberations
2.3.1	Number of completed licensing processes of commercial sound broadcasting services in the Northern Cape	Annual	1 licensing process	Receipt of written representations	Public hearings held	Committee recommendation to Council	Decision by Council
2.3.2	Percentage of class licences, postal registrations and authorisations applications that are processed within the stipulated timeframes	Annual	92% average	95% average	95% average	89% average	89% average
2.3.3	Percentage of Type Approval applications that are processed within the	Annual	50% average	60% average	60% average	40% average	40% average

	stipulated timeframes						
2.3.4	Percentage of Numbering applications that are processed within the stipulated timeframes	Annual	96 % average	98% average	98% average	94% average	94% average
2.3.5	Percentage of amendment , transfer and change of control applications that are processed within the stipulated timeframes	Annual	92% average	94% average	94% average	90% average	90% average
2.3.6	Percentage of radio frequency spectrum applications that are processed within the stipulated timeframes	Annual	83% average	86% average	86% average	80% average	80% average

Expenditure Trends and Estimates: Licensing

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
				Main appropriation	Adjusted Appropriation			
R thousand '000	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
Licensing	22 348	29 391	33 044	28 452	28 452	29 885	42 218	44 749

10. Programme 3: Policy Research & Analysis

Strategic objective annual targets for 2016/17

Strategic Objective	Strategic Plan Target	Annual/Actual Performance	Estimated Performance					Medium-Term Targets	
			2014/15	2015/16	2016/17	2017/2018	2018/2019		
1.1	To facilitate increased competition by identifying priority	A study to define the priority markets that require regulatory		RIA on open access	Findings Document with a list of predefined relevant markets subject to ex-	Undertake section 67(4) process in respect of the priority markets identified	Undertake section 67(4) process in respect of the priority markets identified		

	markets by 2021	intervention			ante regulation		
2.1	Reduce barriers to entry into subscription broadcasting market	Subscription broadcasting market review report	Council approved report on market definition study in the Subscription Broadcasting sector		Discussion Document on Subscription broadcasting market	Findings document	Regulatory impact assessment
2.2	Review 2014 Call Termination Regulations by 2017	Review of the 2014 Call Termination Regulations	2014 Call Termination Regulations	Review of 2014 Call Termination Regulations	Draft Regulations on Call Termination Regulations	Public consultations	Final Call Termination Regulations
4.1	Create an environment conducive to community broadcasting services by March 2019	Publication of Community Broadcasting Regulatory Framework		Final Internal Research Report	Discussion Document on Community broadcasting regulatory framework	Publication of draft Community Broadcasting Regulatory Framework	Publication of final Community Broadcasting Regulatory Framework

Indicators and annual targets for 2016/17

Programme Performance Indicator	Strategic Plan Target	Annual/Actual Performance	Estimated Performance					Medium-Term Targets	
			2014/15	2015/16	2016/17	2017/2018	2018/2019		
1.1	Number of studies to define the priority markets that require regulatory intervention	A study to define the priority markets that require regulatory intervention		RIA on open access	Study on definition of priority markets that are susceptible to ex ante regulation	Investigation on an identified priority market	Investigation on an identified priority market		
2.1	Number of Subscription broadcasting market review reports	Subscription broadcasting market review report	Council approved report on market definition study in the Television Subscription Broadcasting sector		Discussion Document on Subscription broadcasting market	Findings document	Regulatory impact assessment		
2.2	Number of reviews of the 2014 Call Termination Regulations	Review of the 2014 Call Termination Regulations	2014 Call Termination Regulations	Review of 2014 Call Termination Regulations	Draft Regulations on Call Termination	Public consultations	Final Call Termination Regulations		
4.1	Number of Community Broadcasting Regulatory Frameworks published	Publication of Community Broadcasting Regulatory Framework		Internal Research Report	Discussion Document on Community broadcasting	Publication of draft Community Broadcasting Regulatory Framework	Publication of final Community Broadcasting Regulatory Framework		

Quarterly Targets for 2016/17

Programme Performance Indicators	Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1.1 Number of studies to define the priority markets that require regulatory intervention	Quarterly	Study on definition of priority markets	Appointment of service provider	Public consultation	Publication of draft findings document on priority markets	1. Public hearings on draft findings document on priority markets 2. Publish findings document on priority markets
2.1 Number of Subscription broadcasting market review reports	Quarterly	Subscription broadcasting market review report	Internal Research Report	Publication of Discussion Document	Public Consultations	Findings Document on Subscription Broadcasting
2.2 Number of reviews of the 2014 Call Termination Regulations	Quarterly	Draft Regulations on Call Termination	Publish draft amendment regulations for consultation	Public consultation	Publication of final revised call termination regulations	No activity
4.1 Number of Community Broadcasting Regulatory Framework published	Quarterly	Discussion Document on Community broadcasting regulatory framework	Consultation with representatives/major stakeholders	Draft Discussion Document	Publish Discussion Document on Community Broadcasting Regulatory Framework	Analysis Report on Community Broadcasting

Expenditure Trends and Estimates: Policy Research and Analysis

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
				Main appropriation	Adjusted Appropriation			
R thousand '000	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
Policy Research and Analysis	21 014	27 393	33 557	23 405	23 405	24 344	32 025	33 884

11. Programme 4: Engineering & Technology

Strategic objective annual targets for 2016/17

Strategic Objective	Strategic Plan Target	Annual/Actual Performance	Estimated Performance				Medium-Term Targets	
			2014/15	2015/16	2016/17	2017/2018	2018/2019	
1.1	To get inputs from the 5G Forum for ICASA to make IMT2020 contributions to the ITU, by 31 March 2019	All relevant inputs received from Forum and all relevant contributions made to ITU entities and other relevant bodies	Inputs on IMT to ITU	5G Forum founded	All relevant inputs received from Forum and all relevant contributions made to ITU entities and other relevant bodies	All relevant inputs received from Forum and all relevant contributions made to ITU entities and other relevant bodies	All relevant inputs received from Forum and all relevant contributions made to ITU entities and other relevant bodies	
1.2	To align South Africa's frequency plans with ITU frequency plans by 31 March 2019	Updated National Radio Frequency Plan and radio frequency migration plans	Gazetted radio frequency migration plan, with radio frequency spectrum assignment plans for bands identified for feasibility studies in terms of the radio frequency migration regulations, in line with the approved Roadmap for all IMT spectrum.	Final report on contributions to WRC-15 agenda items presented at Council	Draft of updated National Radio Frequency Plan and relevant radio frequency migration plan(s) submitted to Council for approval	Updated National Radio Frequency Plan and relevant radio frequency migration plan(s)	-	
1.3	To develop a regulatory frameworks for dynamic and opportunistic spectrum management by 31 March 2019	Regulatory frameworks dynamic and opportunistic spectrum management, in place	A discussion document for publication was tabled at a Council meeting of 20 March 2015.	Findings document on dynamic and opportunistic spectrum management approved by Council	Research reports and TV white-space regulations	Research reports	Regulatory frameworks dynamic and opportunistic spectrum management, in place	
1.4	To publish a regulatory framework for making available the millimetre-wave band (V band & E band)	Regulatory framework on V-band and E-band spectrum	Consulted with industry through seminars and authorized trials	Draft regulations on V-band and E-band approved by Council for	Publish a framework on V-band and E-band spectrum	Monitor the effectiveness of the framework and make adjustments as necessary	-	

	by 31 March 2019			public consultation			
1.5	To develop a comprehensive set of broadband service-based maps, for use by consumers of services and by potential investors in infrastructure by 31 March 2019	Broadband service maps published on ICASA's website	None	Published broadband coverage map(s) on ICASA website	Updated and refined broadband coverage maps and infrastructure maps published on ICASA's website	Broadband maps with a variety of underlays	Updated broadband maps with a variety of underlays
3.1	To provide ICASA with the technical processing capacity to decrease, for all licensing and authorizations, turnaround times by at least 8 days by 31 March 2019	A decrease turnaround time by 8 days	30 day average turnaround time for type approval and spectrum licensing	30 day average turnaround time for type approval and spectrum licensing	A decrease to 28 days turnaround time	A decrease to 25 days turnaround time	A decrease to 22 days turnaround time
3.2	To contribute to the increase of the quality of communication by increasing QoS distance by 15% and by extending measurements to include data, by 31 March 2019	Increased distance of measurement of 15%	5500 km of distance surveyed per annum	Estimated 5600 km of distance surveyed per annum	Increased distance of measurement of 5% w.r.t. 2015/2016 estimate	Increased distance of measurement of 10% w.r.t. 2015/2016 estimate	Increased distance of measurement of 15% w.r.t. 2015/2016 estimate
3.3	Resolve 100% of harmful interference and spill-over cases reported by 31 March 2019	100% of interference and spill-over cases resolved within 60 days of receiving complaint	Large proportion of interference and spill-over cases resolved	100% of interference and spill-over cases resolved within 60 days of receiving complaint	100% of interference and spill-over cases resolved within 60 days of receiving complaint	100% of interference and spill-over cases resolved within 60 days of receiving complaint	100% of interference and spill-over cases resolved within 60 days of receiving complaint

Programme Indicators and annual targets for 2016/17

Programme Performance Indicator	Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets			
				2014/15	2015/16	2016/17	2017/2018
1.1	Number of inputs received from 5G Forum and number of contributions made to ITU	All relevant inputs received from 5G Forum and all relevant contributions made to ITU	Inputs on IMT to ITU	All relevant inputs received from Forum and all relevant contributions made to ITU	All relevant inputs received from Forum and all relevant contributions made to ITU	All relevant inputs received from Forum and all relevant contributions made to ITU	All relevant inputs received from Forum and all relevant contributions made to ITU
1.2	Number of National Radio Frequency	Updated National Radio Frequency Plan and Radio	Gazetted radio frequency migration plan, with	Final report on contributions to WRC-15	Updated National Radio Frequency	Updated National Radio Frequency	-

	Plan and Radio Frequency Migration Plan	Frequency Migration Plan	radio frequency spectrum assignment plans for bands identified for feasibility studies in terms of the radio frequency migration regulations, in line with the approved Roadmap for all IMT spectrum.	agenda items presented at Council	Plan and Radio Frequency Migration Plan	Plan and Radio Frequency Migration Plan	
1.3	Number of regulatory frameworks in place on dynamic and opportunistic spectrum management	Regulatory frameworks dynamic and opportunistic spectrum management, in place	A discussion document for publication was tabled at a Council meeting of 20 March 2015.	Published draft discussion document on dynamic and opportunistic spectrum management, including a possible framework for TV whitespace spectrum	Research reports and TV whitespace regulations	Research reports	Regulatory frameworks dynamic and opportunistic spectrum management, in place
1.4	Number of regulatory frameworks on V-band and E-band spectrum	Regulatory framework on V-band and E-band spectrum	Consulted with industry through seminars and authorized trials	Draft regulations on V-band and E-band usage approved by Council for public consultation	Publish a framework on V-band and E-band spectrum	Monitor the effectiveness of the framework and make adjustments as necessary	-
1.5	Number of maps and versions of maps published	Broadband service maps published on ICASA's website	None	Published broadband coverage map(s) on ICASA website	Updated and refined broadband coverage maps and infrastructure maps published on ICASA's website	Broadband maps with a variety of underlays published on ICASA's website	Updated broadband maps with a variety of underlays published on ICASA's website
3.1	Number of turnaround time days	A decrease to 22 days turnaround time	30 day average turnaround time for type approval and spectrum licensing	30 days turnaround time	A decrease to 27 days turnaround time	A decrease to 24 days turnaround time	A decrease to 22 days turnaround time
3.2	Amount of increased measured distance	Increased area of measurement of 15%	2000 km of distance surveyed per annum	2000 km of distance surveyed per annum	Increased distance of measurement of 5%	Increased distance of measurement of 10%	Increased distance of measurement of 15%
3.3	% of interference and spill-over cases resolved within 60	100% of interference and spill-over cases resolved within 60 days	Large proportion of interference and spill-over cases resolved	100% of interference and spill-over cases resolved within 60	100% of interference and spill-over cases resolved within 60	100% of interference and spill-over cases resolved within 60	100% of interference and spill-over cases resolved within 60 days of

days of receiving complaint	of receiving complaint		days of receiving complaint	days of receiving complaint	days of receiving complaint	receiving complaint
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Quarterly Targets for 2016/17

Programme Performance Indicators		Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of inputs received from 5G Forum and number of contributions made to ITU	Quarterly	All relevant inputs received from Forum and all relevant contributions made to ITU and other relevant bodies	Terms of Reference (Tore) adopted and resubmitted to Council for approval	Workplan as developed in conjunction with 5G Forum	Workshop and seminars held on developments around 5G	All relevant inputs received from Forum and all relevant contributions made to ITU and other relevant bodies
1.2	Number of National Radio Frequency Plan and Radio Frequency Migration Plan	Quarterly	Updated National Radio Frequency Plan and Radio Frequency Migration Plan	Study by service provider commissioned	First progress report from service provider submitted to Exco for approval	Second progress report from service provider submitted to Exco for approval	Draft of National Radio Frequency Plan and draft(s) of relevant radio frequency migration plan(s) submitted to Council for approval
1.3	Number of regulatory frameworks in place on dynamic and opportunistic spectrum management	Quarterly	Research reports and TV white-space regulations	TV white space regulations	Progress report on research on dynamic and opportunistic spectrum management	Progress report on research on dynamic and opportunistic spectrum management	Research reports
1.4	Number of regulatory frameworks on V-band and E-band spectrum	Quarterly	Publish a framework on V-band and E-band spectrum	Draft regulations published for public consultation	Findings report on public consultation	Final Council-approved regulations and Council-approved standard operating procedures for management of V and E band	Published regulatory framework on V-band and E-band spectrum
1.5	Number of maps and versions of maps published	Quarterly	Updated and refined broadband coverage maps and infrastructure maps published on ICASA's website	Mobile broadband coverage map published on ICASA's website	A fixed broadband coverage map published on ICASA's website	Maps of broadband wireless and fixed infrastructure details on ICASA's website	Updated and refined broadband coverage maps and infrastructure maps published on ICASA's website
3.1	Number of turnaround time days	Quarterly	A decrease to 28 days turnaround time	No deliverable	No deliverable	No deliverable	A decrease to 28 days turnaround time
3.2	Amount of increased	Quarterly	Increased distance of	No deliverable	Increased distance of	Increased distance of	Increased distance of

	measured distance		measurement of 5%		measurement of 5%	measurement of 5%	measurement of 5%
3.3	% of interference and spill-over cases resolved within 60 days of receiving complaint	Quarterly	100% of interference and spill-over cases resolved within 60 days of receiving complaint	100% of interference and spill-over cases resolved within 60 days of receiving complaint	100% of interference and spill-over cases resolved within 60 days of receiving complaint	100% of interference and spill-over cases resolved within 60 days of receiving complaint	100% of interference and spill-over cases resolved within 60 days of receiving complaint

Expenditure Trends and Estimates: Engineering and Technology

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
				Main appropriation	Adjusted Appropriation			
R thousand '000	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
Engineering & Technology	37 493	36 043	46 115	36 185	36 185	38 225	58 213	61 589

12. Programme 5: Regions

Strategic objective annual targets for 2016/17

Strategic Objective	Strategic Plan Target	Annual/Actual Performance	Medium-Term Targets				
			2014/15	2015/16	2016/17	2017/2018	2018/2019
3.1	Increased access to a range of ICASA services through the establishment of regional offices in all provinces by 2019	9	5	6	7	8	9
3.2	Increase resolution of cases of harmful radio frequency interference from 90% to 97.5% within 30 days by 2019	100%	83%	90%	92.5%	95%	97.5%
4.1	Develop and implement consumer activation campaigns to increase awareness of ICASA by 20% by 2019	15% increase in consumer awareness	0	0	5%	10%	15%
4.2	Execute all instructions for campaigns for National Joint Operational Centre.	100%	100%	100%	100%	100%	100%

Programme Indicators and annual targets for 2016/17

Programme Performance Indicator		Strategic Plan Target	Annual/Actual Performance	Estimated Performance			
			2014/15	2015/16	2016/17	2017/2018	2018/2019
3.1	Number of offices	9	5	6	7	8	9
3.2	Average % of interference cases resolved within 30 days	95%	83%	90%	92.5%	95%	97.5%
4.1	% increase in consumer awareness	15%	0	0	5%	10%	15%
4.2	Execute all instructions for campaigns for National Joint Operational Centre.	100%	100%	100%	100%	100%	100%

Quarterly Targets for 2016/17

Programme Performance Indicators		Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
3.1	Number of offices	Quarterly	1	Approved specifications for acquisition of equipment	0	0	1 additional office established Delivery of equipment Appointment of staff
3.1.1	Number of licencing and consumer complaint resolution functions decentralised to Regional offices	Annually	3	Development and implementation of training plan for additional functions	Piloting of additional functions in the regions	Piloting of additional functions in the regions	3 additional functions conducted in the regions
3.2	Average % of interference cases resolved within 30 days	Monthly	92.5%	92.5%	92.5%	92.5%	92.5%
4.1	% increase in consumer awareness	Annually	5%	Appointment of service provider and establishment of baseline	Approved activation plan	Implementation of activation plan	Implementation of activation plan

							5% increase in awareness
4.2	Execute all instructions for campaigns for National Joint Operational Centre.	Quarterly	100%	100%	100%	100%	100%

Expenditure Trends and Estimates: Regions

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
				Main appropriation	Adjusted Appropriation			
R thousand '000	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
Regions			39,098	63,183	63 183	70,672	74 205	77 915

13. Programme 6: Compliance and Consumer Affairs

Strategic objective annual targets for 2016/17

Strategic Objective	Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets			
				2014/15	2015/16	2016/17	2017/2018
1.1	Imposition of obligations for Broadcasting ; ECS/ECNS and Postal Services from 4 licensees to level 7 by 2019	7	Government Gazette no 37718 dated 7 June 2014	4	5	6	7
2.1	Clarification of the ECS/ECNS Reseller exemption regulations by 2019	Clarification of 1 market	Exemption regulation Government Gazette no 31289 date 29 July 2008	1 RIA report on the ECS/ECNS Reseller market	1 implementation of the RIA recommendations	1 implementation of the RIA recommendations	1 implementation of the RIA recommendations
3.1	A review of the current CAP regulations in order to establish a consumer advisory panel by Q1 2017/18	1 consumer advisory panel established and operational	Draft CAP Regulations Government Gazette no 33577 dated 20 September 2010	1 draft CAP regulation	1 published final CAP regulation	1 CAP Panel established and operational	1 CAP Panel operational

3.2	Ensure compliance with licence terms and conditions by licensees in Postal, Broadcasting and ECS/ECNS Services annually	3 compliance reports on broadcasting, ECS/ECNS and postal annually	3 compliance reports	3 compliance reports	3 compliance reports	3 compliance reports	3 compliance reports
3.3	Develop and implement a consumer protection strategy by March 2019	1 approved and implemented consumer protection strategy	Operational plan	1 consumer protection strategy	1 approved consumer protection strategy and 1 st year implementation plan	1 annual consumer protection implementation plan	1 annual consumer protection implementation plan
3.4	Increase consumer complaints resolution from 65% to 90% by March, 2019	90% consumer complaints resolved	65% consumer complaints resolved on CRM	75% consumer compliant resolved	80% consumer complaints resolved	85% consumer complaints resolved	90% consumer complaints resolved
3.5	Promote consumer participation in the ICT sector	1 Code for Persons with Disabilities revised Regulation	Benchmark study on international best practise with regards to protection / inclusion of persons with disabilities in the ICT sector	Draft Code for persons with Disabilities Regulations	Final Code for Persons with Disabilities approved by Council	Final Code for Persons with Disabilities published	Compliance monitoring of Code for Persons with Disabilities
4.1	Monitor coverage of municipal and national elections by broadcasting service licensees to maintain equitable coverage of political parties in 2016 and 2020	1 Compliance report on Broadcaster's coverage of 2016 Municipal Elections	1 Compliance report on Broadcaster's coverage of 2014 National and Provincial Elections	Regulations on Municipal Elections published in the Government Gazette	1 compliance report compiled	No elections	(National and Provincial Government Elections will held in the 2019/2020 fiscal year)
4.2	Revision of ownership and control regulations on equity ownership and promotion of BBBEE by 2019	1 regulation revised	Ownership and control regulations Government Gazette no 24288 dated 16 January 2003	1 old regulation	1 discussion document	1 draft regulation	1 Approved revised regulation

Programme Indicators and annual targets for 2016/17

Programme Performance Indicator		Strategic Plan Target	Annual/Actual Performance	Estimated Performance	Medium-Term Targets		
			2014/15	2015/16	2016/17	2017/2018	2018/2019
1.1	Number of licensees with obligations	7	Government Gazette no 37718 dated 7 June 2014	4	5	6	7
2.1	Number of markets clarified	1 clarification of the ECS/ECNS Reseller market	Exemption regulation Government Gazette no 31289 date 29 July 2008	1 RIA report on the ECS/ECNS Reseller market	1 implementation of the RIA recommendations	1 implementation of the RIA recommendations	1 implementation of the RIA recommendations
3.1	Number of regulations reviewed	1 CAP established and operational	Draft CAP Regulations Government Gazette no 33577 dated 20 September 2010	1 draft CAP regulation	1 final CAP regulation reviewed	1 CAP established and operational	1 CAP operational
3.2	Number of compliance reports on broadcasting, ECS/ECNS and postal	3 compliance reports annually	3 compliance reports	3 compliance reports	3 compliance reports	3 compliance reports	3 compliance reports
3.3	Number of consumer protection strategies and implementation plans	1 consumer protection strategy and implementation plan	Operational plan	1 consumer protection strategy	1 approved and implemented consumer protection strategy	1 annual consumer protection implementation plan	1 annual consumer protection implementation plan
3.4	Number of Complaints resolved	Resolve 90% of Consumer Complaints	65% consumer complaints resolved on CRM	Resolve 75 % of Consumer Complaints	Resolve 80% consumer Complaints	Resolve 85% consumer Complaints	Resolve 90% consumer Complaints
3.5	Number of regulations reviewed	1 published Code for Persons with Disabilities regulation	Benchmark study on international best practise with regards to protection / inclusion of persons with disabilities in the ICT sector	Draft Code for persons with Disabilities Regulations	Final Code for Persons with Disabilities approved by Council	Final Code for Persons with Disabilities published	Compliance monitoring of Code for Persons with Disabilities
4.1	Number of reports compiled	1 Compliance report on Broadcasters coverage of 2016 Municipal Elections	1 Compliance report on Broadcaster's coverage of 2014 National and Provincial Elections	Regulations on Municipal Elections published in the Government Gazette	1 Compliance report on broadcasters' coverage of Municipal Elections compiled	-	(National and Provincial Government Elections will held in the 2019/2020 fiscal year)
4.2	Number of regulations revised	1 regulation revised	Ownership and control regulations Government Gazette no	1 existing regulation	1 discussion document	1 draft regulation	1 approved regulation

Programme Indicators Quarterly Targets for 2016/17

Programme Performance Indicators		Reporting Period (Biannual, Quarterly, Annual)	Annual Target 2016/17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of licensees with obligations	Quarterly	1	Consultation on licence obligations	Draft licence obligations	Consultation on draft obligations	Council approval/disapproval of the obligations
2.1	Number of discussion documents	Quarterly	1 clarification of the ECS/ECNS Reseller market	Implementation of the RIA recommendations and internal progress report	Implementation of the RIA recommendations and internal progress report	Council submission on implementation measures	Implementation measures approved by Council
3.1	Number of CAP Panels established	Quarterly	1 Published final CAP regulation	Public consumer workshops	Public hearings and internal progress report	Final draft CAP regulations for Council consideration	Publication of CAP regulations
3.2	Number of compliance reports on broadcasting, ECS/ECNS and postal	Quarterly	3 compliance reports	3 internal compliance progress reports	3 internal compliance progress reports	3 internal compliance progress reports	3 compliance reports
3.3	Number of consumer protection strategies	Quarterly	1 approved consumer protection strategy and implementation plan	Consultation with external stakeholders	Drafting and approval of 1 st year implementation plans	Execution of 40% of 1 st year implementation plans	Execution of 100% of the 1 st year implementation plan
3.4	Number of Consumer Complaints received	Annually	80% of Complaints resolved annually	70% of complaints resolved	70% of Complaints resolved	70% of Complaints resolved	80% of complaints resolved
3.5	Number of regulations reviewed	1 published Code for Persons with Disabilities regulation	Benchmark study on international best practise with regards to protection / inclusion of persons with disabilities in the ICT sector	Draft Code for persons with Disabilities Regulations	Final Code for Persons with Disabilities approved by Council	Final Code for Persons with Disabilities published	Compliance monitoring of Code for Persons with Disabilities
4.1	1 compliance report on broadcasters coverage of municipal election	Quarterly	1 Compliance report	Internal progress report on monitoring of elections coverage	Internal progress report on monitoring of elections coverage	Draft report on monitoring of elections coverage	Submission of final report on municipal elections coverage to council for consideration
4.2	Number of discussion document	Quarterly	1 regulation revised	Public consultation and internal	Public consultation and internal	Draft discussion document on HDG/BBBEE	Published discussion document on HDG/BBBEE

	on HDG/BBBE ownership and control			progress report	progress report	ownership and control	ownership and control
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Expenditure Trends and Estimates: Compliance and Consumer Affairs

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION		MEDIUM TERM EXPENDITURE ESTIMATES		
				Main appropriation	Adjusted Appropriation			
R thousand '000	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
Compliance Consumer Affairs	21 736	19 671	22 109	14 724	14 724	15 459	26 067	27 577

Part C: Links to Other Plans

13. Long Term Infrastructure and Capital Plans

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

14. Conditional grants

The Authority does not manage conditional grants.

15. Public entities

The Authority does not have any entities which report to it.

16. Public Private Partnerships

The Authority has no public-private partnerships

Technical Indicator Descriptions 2016

Annexure E

Technical Indicator Descriptions

Programme 1: Administration

Sub-Programme: Office of the CEO

Indicator Title	Clean Audit Annually
Short Definition	Types of Audit findings
Purpose/Importance	To gauge adherence of the organization to prescribed laws and regulations
Source/Collection of Data	Auditor General Management letter findings
Method of Calculation	The manner in which the organization did its work will be compared to the manner in which the prescribed laws and regulations expects it to be done.
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Clean Audit
Indicator Responsibility	Pakamile Pongwana: Chief Executive Officer

Indicator Title	Organizational performance attained
Short Definition	% of organizational performance attained
Purpose/Importance	To measure the overall performance of the organization in achieving its goals and objectives
Source/Collection of Data	Organizational Quarterly Reports, Annual Report
Method of Calculation	Achieved deliverables divided by the total number of planned deliverables multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	80% organizational performance by 2019
Indicator Responsibility	Pakamile Pongwana: Chief Executive Officer

Indicator Title	Compliance attained
Short Definition	% of compliance attained
Purpose/Importance	To measure performance of the organization in complying with National Treasury frameworks and regulations
Source/Collection of Data	Internal Audit Reports, Auditor General Report
Method of Calculation	Frameworks complied with divided by the number of frameworks which have to be complied with multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Full compliance with government prescripts on strategic planning
Indicator Responsibility	Pakamile Pongwana: Chief Executive Officer

Indicator Title	Compliance attained
Short Definition	% of compliance attained
Purpose/Importance	To measure compliance with the organization's monitoring and evaluation requirements
Source/Collection of Data	Auditor General Report
Method of Calculation	Monitoring and evaluation legislative requirements complied with divided by the number of legislative requirements which have to be complied with multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To ensure that performance of the organization is monitored and evaluated in order to allow for informed decisions, improve future planning and ensure proper accountability
Indicator Responsibility	Pakamile Pongwana: Chief Executive Officer

Sub-Programme: Corporate Affairs

Indicator Title	Percentage integrated systems and processes
Short Definition	This is the number of internal systems and processes which have been integrated in order to operate optimally
Purpose/Importance	To measure integration of systems in order to bring optimality in their use
Source/Collection of Data	The different systems and processes which have been integrated
Method of Calculation	Number of systems and processes integrated divided by the total number of systems and processes multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Integrated ICASA systems operating optimally
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Indicator Title	percentage of records migrated to a centralized management system
Short Definition	This is the percentage of records which are sitting in different locations or systems which have to be centralised
Purpose/Importance	To measure successful migration of records to one centralised system where they can be accessed with improved efficiency
Source/Collection of Data	Records in the centralized system where they have been migrated
Method of Calculation	The total number of records migrated divided by the number of records which are in existence in the organisation multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Achievement of a centralized records management system
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Indicator Title	percentage increase in organizational safety
Short Definition	This is the percentage increase in organizational safety achieved
Purpose/Importance	To measure increase in organizational safety
Source/Collection of Data	Facilities unit safety reports
Method of Calculation	The number of organizational safety criteria met divided by the number of total organizational safety criteria set multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Increased organizational safety
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Indicator Title	Number of communication platforms utilised
Short Definition	This is the number of different communication platforms which the organization has utilised
Purpose/Importance	To measure increase in ICASA's communication platforms use
Source/Collection of Data	Organizational Quarterly Reports
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Increased ICASA's communication platforms use
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Indicator Title	Number of international relations stakeholders engaged
Short Definition	This is the number of international relations stakeholder coordination and engagements carried out
Purpose/Importance	To measure ICASA's coordination and engagement of international relations
Source/Collection of Data	Organizational Quarterly Reports
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative

Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Well-coordinated international stakeholders relations coordination and engagements
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Indicator Title	Percentage increase in OHS compliance
Short Definition	This is the percentage of compliance with all OHS compliance requirements to the organization
Purpose/Importance	To measure increase in OHS compliance
Source/Collection of Data	Organizational OHS Reports
Method of Calculation	The number of OHS compliance requirements complied with divided by the total number of requirements which the organization has to comply with multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Full OHS compliance
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Sub-Programme: Finance

Indicator Title	Amount of reduction in fruitless and wasteful expenditure
Short Definition	This is the amount of fruitless and wasteful expenditure realised by the organization which has to be reduced from the current high state to a lower state
Purpose/Importance	To measure the reduction in fruitless and wasteful expenditure in financial terms
Source/Collection of Data	Finance EXCO Monthly Reports
Method of Calculation	Subtraction of the amount of fruitless and wasteful expenditure realised from the amount of fruitless and wasteful expenditure the organization is currently standing at
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Reduction in fruitless and wasteful expenditure

Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs
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Indicator Title	Percentage of Revenue collected
Short Definition	This is percentage of revenue collected from all the services which the organization charges its clients
Purpose/Importance	To increase revenue collection
Source/Collection of Data	Finance EXCO Monthly Reports
Method of Calculation	The following formula should be used to calculate the percentage: The actual amount collected divided by the amount of revenue expected multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Increased revenue collection
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Indicator Title	Percentage of suppliers paid within 30 days
Short Definition	This is the percentage of suppliers who have supplied goods and services to ICASA who are paid within 30 days
Purpose/Importance	To measure the percentage of suppliers paid within 30 days
Source/Collection of Data	Finance EXCO Monthly Reports
Method of Calculation	Percentage of suppliers paid within 30 days divided by the number of suppliers which had to be paid within 30 days multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	All suppliers are paid within 30 days
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Indicator Title	Percentage of small and medium enterprises paid within 15 days
Short Definition	This is the percentage of small and medium enterprises paid within 15 days

Purpose/Importance	To measure the percentage of suppliers paid within 15 days which is important to government in terms of SMME development
Source/Collection of Data	Finance EXCO Monthly Reports
Method of Calculation	Percentage of small and medium enterprises suppliers paid within 15 days divided by the number of suppliers which had to be paid within 15 days multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	All small and medium enterprises suppliers are paid within 15 days
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Indicator Title	Percentage of spending
Short Definition	This is the percentage of funds allocated to the organization by Treasury
Purpose/Importance	To ensure that all allocated funds are spent so National Treasury does not take the funds back
Source/Collection of Data	Finance EXCO Monthly Reports
Method of Calculation	The amount spent divided by the total amount allocated to the organization multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	All allocated funds are spent
Indicator Responsibility	Portia Mngomezulu: Executive: Corporate Affairs

Sub-Programme: Human Resources

Indicator Title	Percentage of the framework implemented
Short Definition	This is the degree of implementation of the Talent Management Framework presented in percentage terms
Purpose/Importance	To track implementation of the talent management framework
Source/Collection of Data	HR Talent Framework Report

Method of Calculation	The number of talent management framework initiatives implemented divided by the planned number of talent management framework initiatives multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Full implementation of the talent management framework
Indicator Responsibility	Busi Mtsweni: Executive Human Resources

Indicator Title	Percentage of Talent Sourced
Short Definition	This is the number of people recruited expressed in percentage terms
Purpose/Importance	To measure the number of staff members employed
Source/Collection of Data	HR Dashboard Report
Method of Calculation	The number of employees recruited divided by the number of positions in the organization's recruitment plan multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	ICASA is fully resourced from a human resource perspective
Indicator Responsibility	Busi Mtsweni: Executive Human Resources

Indicator Title	Percentage of Performance Management & OD implemented
Short Definition	This is the number of performance management and organizational development initiatives implemented expressed in percentage terms
Purpose/Importance	To measure organizational performance management and organizational development
Source/Collection of Data	HR Dashboard Report
Method of Calculation	The number of performance management and organizational development initiatives divided by the number of planned performance management and organizational development initiatives multiplied by 100

Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Effective performance management and staff development
Indicator Responsibility	Busi Mtsweni: Executive: Human Resources

Indicator Title	Percentage of Human Resource Development initiatives implemented
Short Definition	This is the number of HRD initiatives expressed in percentage terms.
Purpose/Importance	To measure HRD within the organization
Source/Collection of Data	HR Dashboard Report
Method of Calculation	The number of HRD initiatives implemented divided by the number of HRD initiatives planned multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Effective HRD
Indicator Responsibility	Busi Mtsweni: Executive Human Resources

Indicator Title	Percentage of Employee Relations carried out
Short Definition	This is the number of employee relations carried out expressed in percentage terms. Employee relations includes things such as communications between employees and supervisors, corrective action and planning, disciplinary actions, and explanation and clarification of policies and procedures.
Purpose/Importance	To measure the number of the relations carried out in order to determine the amount of assistance given to employees
Source/Collection of Data	Employees relations report
Method of Calculation	The number of employee relations initiatives undertaken divided by the number of employee relations issues brought to the HR Division multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative

Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	To ensure productive organizational human resource
Indicator Responsibility	Busi Mtsweni: Executive Human Resources

Sub-Programme: Internal Audit

Indicator Title	Percentage of Audit Plan implemented
Short Definition	This is the number of audits done on the basis of the Audit Plan developed
Purpose/Importance	To measure performance on all audits done
Source/Collection of Data	Audit and Risk Committee Quarterly Reports
Method of Calculation	Number of audits done divided by the number of audits planned multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Continuous auditing of the organization's work
Indicator Responsibility	Anneal Sookharan: Chief Audit Executive

Indicator Title	Percentage of issues tracked
Short Definition	This is the percentage of Divisional issues raised by Internal Audit
Purpose/Importance	To measure tracking of all issues picked up by Internal Audit in order to determine how many have been resolved.
Source/Collection of Data	Internal Audit Issues Tracking Report
Method of Calculation	Number of issues tracked divided by the number of issued identified multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Monthly
New Indicator	No
Desired Performance	To ensure that all issues picked up are tracked to determine if they have been resolved
Indicator Responsibility	Anneal Sookharan: Chief Audit Executive

Indicator Title	Number of combined reports produced
Short Definition	This is the number of combined audit reports produced on audits done on the organization
Purpose/Importance	To measure combined audit reports produced in order to present a picture of how the organization looks
Source/Collection of Data	Internal Audit Combined Assurance reports
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Optimize the combined assurance auditing model
Indicator Responsibility	Anneal Sookharan: Chief Audit Executive

Sub-Programme: Legal, Risk & CCC

Indicator Title	Number of repositories
Short Definition	This is the number of repositories which will be developed for depositing of analysed legal opinions, case law and CCC findings.
Purpose/Importance	To measure the number of repositories developed
Source/Collection of Data	Legal, Risk & CCC repositories completion report
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To have a cache of all analysed legal opinions, case law and CCC findings
Indicator Responsibility	Leona Mentz: Executive: Legal, Risk & CCC

Indicator Title	Rating level of risk maturity
Short Definition	This is the level of risk maturity the organization is at any given point in time. Risk maturity is measured in terms of levels such as level 1 up to 5. Each level has component criteria making it up
Purpose/Importance	To measure organisational risk maturity level
Source/Collection of Data	Legal, Risk & CCC Risk and Compliance Report

Method of Calculation	Rating of organizational risk maturity level on a scale of 1 to 5
Data Limitations	None
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Increase in risk maturity level within ICASA
Indicator Responsibility	Leona Mentz: Executive: Legal, Risk & CCC

Indicator Title	Percentage of drafted, legal documents and managed litigation as well as regulation drafting manual, litigation strategy guidelines and contract templates
Short Definition	This is the percentage of drafted, legal documents and managed litigation as well as regulation drafting manual, litigation strategy guidelines and contract templates
Purpose/Importance	To measure Drafted and vetted legal documents and managed litigation as well as regulation drafting manual, litigation strategy guidelines and contract templates
Source/Collection of Data	Legal, risk & CCC, regulation drafting manual, litigation strategy guidelines and contract templates
Method of Calculation	Drafted, legal documents and managed litigation as well as regulation drafting manual, litigation strategy guidelines and contract templates divided by the total number expected to be done multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Well-developed legal processes
Indicator Responsibility	Leona Mentz: Executive: Legal, Risk & CCC

Programme 2: Licensing

Indicator Title	Mega Hertz
Short Definition	Mega Hertz is the unit which is used to measure spectrum (radio frequency)
Purpose/Importance	To measure the amount of spectrum allocated by ICASA
Source/Collection of Data	Spectrum allocation reports
Method of Calculation	Total Spectrum Allocated = Current Spectrum allocated + New Spectrum allocated.
Data Limitations	None
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Annual
New Indicator	No
Desired Performance	Increased spectrum allocation
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Percentage of MUX 3 capacity
Short Definition	This is the percentage of Mux 3 capacity to subscription and free to air broadcasters
Purpose/Importance	To measure percentage of spectrum allocated
Source/Collection of Data	Allocation of MUX 3 spectrum completion reports
Method of Calculation	The amount of Mux 3 capacity allocated divided by the available Mux 3 capacity multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Annual
New Indicator	No
Desired Performance	Allocation of all available spectrum
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Number of regulatory positions on number portability regulation
Short Definition	This is about a review of regulations which regulate number portability with the intention of coming up with a position on which number portability regulations should be done away with or amended.
Purpose/Importance	To measure the number of regulatory positions on number portability regulation
Source/Collection of Data	Gazetted number portability regulations

Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Increased competition in the ICT
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Number of regulatory position related to the exempted devices
Short Definition	This is about a review of regulations which regulate type approval of devices with the intention of coming up with a position on which devices should be exempted from regulation.
Purpose/Importance	To measure the number of regulatory position on exempt devices
Source/Collection of Data	Gazetted regulations on type approval of devices
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Availability of regulatory position on exempted devices
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Number of regulatory position related to the Premium rated services code of conduct
Short Definition	This is about coming up with a number of decisions or positions on the premium rated services code of conduct.
Purpose/Importance	To measure the number of regulatory position related to the Premium rated services code of conduct
Source/Collection of Data	Gazetted regulations on premium rated services code of conduct
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Availability of regulatory position on exempted devices

Indicator Responsibility	Norman Gidi: General Manager: Licensing
Indicator Title	Number of completed licensing processes for radio broadcasting services
Short Definition	This is the number of completed licensing processes for broadcasting services for Northern Cape
Purpose/Importance	To measure the number of completed licensing processes for broadcasting services
Source/Collection of Data	Licensing processes completion report
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Annual
New Indicator	No
Desired Performance	Licensing of one service and assignment of available spectrum
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Percentage of MUX 1 capacity in digital television broadcasting
Short Definition	This is the percentage of Mux 1 capacity licensing to community television broadcasters
Purpose/Importance	To measure allocation of spectrum to community television broadcasters
Source/Collection of Data	MUX1 spectrum allocation completion report
Method of Calculation	The amount of allocated spectrum divided by the amount of spectrum available multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Annual
New Indicator	No
Desired Performance	Allocation of all available spectrum
Indicator Responsibility	Philemon Molefe: Senior Manager

Indicator Title	Percentage of class licences, postal registrations and authorisations applications that are processed within the stipulated timeframes
Short Definition	This is the percentage of class licences, postal registrations and authorisations applications that are processed within the stipulated timeframes.

Purpose/Importance	To measure the percentage of applications processed within the stipulated time frames
Source/Collection of Data	Applications processing completion reports
Method of Calculation	Number of applications processed divided by the number of applications received multiplied by 100
Data Limitations	Data is based on statistics provided by units
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Increased efficiency of processing applications
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Percentage of licensing and authorisation applications processed within stipulated timeframes
Short Definition	This is the percentage of licensing and authorisation applications processed within stipulated timeframes
Purpose/Importance	To measure efficiency of processing licensing and authorization applications
Source/Collection of Data	Applications processing completion reports
Method of Calculation	Percentage of applications processed in a stipulated timeframe divided by the number of all applications received multiplied by 100
Data Limitations	Data is based on statistics provided by units
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Increased efficiency of processing applications
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Percentage of Type Approval applications that are processed within the stipulated timeframes
Short Definition	This is the percentage of type approval applications that are processed by the licensing division within the stipulated timeframes. This relates to devices which have to be type approved by ICASA
Purpose/Importance	To measure the amount of devices which are approved by ICASA
Source/Collection of Data	Type Approval applications processed completion reports

Method of Calculation	Number of applications processed divided by the number of applications received
Data Limitations	Data is based on statistics provided by units
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Increased efficiency of processing type approval applications
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Percentage of numbering applications that are processed within the stipulated timeframes
Short Definition	This is the percentage of numbering applications that are processed within the stipulated timeframes from a numbering perspective
Purpose/Importance	To measure efficiency of applications processing
Source/Collection of Data	Numbering applications processed completion reports
Method of Calculation	Number of applications processed divided by the number of applications received multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Increased efficiency of processing numbering applications
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Percentage of Radio Frequency Spectrum applications that are processed within the stipulated timeframes
Short Definition	This is the percentage of radio frequency spectrum applications that are processed within stipulated timeframes for allocation of radio frequency spectrum
Purpose/Importance	To measure the efficiency of applications processing
Source/Collection of Data	Radio Frequency Spectrum applications processed report
Method of Calculation	Number of applications processed divided by the number of applications received multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Counting
Reporting Cycle	Annually

New Indicator	No
Desired Performance	Increased efficiency of processing numbering applications
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Indicator Title	Percentage of amendment, transfer and change of control applications that are processed within the stipulated timeframes
Short Definition	This is the percentage of amendment, transfer and change of control applications that are processed in order to gauge any amendments, transfers of control on licences
Purpose/Importance	To measure the efficiency of applications processing
Source/Collection of Data	Amendment, transfer and change of control applications processed completion report
Method of Calculation	Number of applications processed divided by the number of applications received multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Increased efficiency of processing numbering applications
Indicator Responsibility	Norman Gidi: General Manager: Licensing

Programme 3: Policy Research and Analysis

Indicator Title	Number of studies to define the priority markets that require regulatory intervention
Short Definition	This is the number of studies done to define priority markets which require regulatory intervention by ICASA.
Purpose/Importance	To identify markets that lack effective competition and to determine whether there are entities that possess Significant Market Power in those markets
Source/Collection of Data	Priority Markets studies reports
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Outcome
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes

Desired Performance	To gain understanding of the priority markets that require regulatory intervention
Indicator Responsibility	Junior Khumalo: General Manager: Policy Research and Analysis

Indicator Title	Number of reviews of the 2014 Call Termination Regulations
Short Definition	This is the number of reviews done of the 2014 Call Termination Regulations
Purpose/Importance	To measure the number of reviews undertaken in order to determine validity of the regulations
Source/Collection of Data	2014 Call Termination Regulations Review Report
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To determine validity of 2014 Call Termination regulations
Indicator Responsibility	Junior Khumalo: General Manager: Policy Research and Analysis

Indicator Title	Number of Subscription broadcasting market review reports
Short Definition	This is the number of market review reports done on subscription broadcasting
Purpose/Importance	To measure the number of reports generated on subscription broadcasting market review
Source/Collection of Data	Market Review Reports
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	To gain an understanding of the subscription broadcasting market
Indicator Responsibility	Junior Khumalo: General Manager: Policy Research and Analysis

Indicator Title	Number of Community Broadcasting Regulatory Frameworks published
Short Definition	This is the number of regulatory frameworks on community broadcasting space published

Purpose/Importance	To measure the number of community broadcasting regulatory frameworks published in order to know how much regulation has been effected in the community broadcasting market
Source/Collection of Data	Community Broadcasting Regulatory Frameworks document
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To develop a framework for community broadcasting
Indicator Responsibility	Junior Khumalo: General Manager: Policy Research and Analysis

Programme 4: Engineering and Technology

Indicator Title	Number of inputs received from 5G Forum and contributions made to ITU
Short Definition	This is the number of inputs made by the organization attendees of the 5G Forum and the contributions they have made to the International Telecommunications Union
Purpose/Importance	To measure the SA inputs to the ITU as the main body which governs telecommunications standards internationally
Source/Collection of Data	5G Forum SA inputs documents
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	To increase South Africa's influence at ITU
Indicator Responsibility	Ronnie Seeber: General Manager: Engineering and Technology

Indicator Title	Number of National Radio Frequency Plans and Radio Frequency Migration Plans
Short Definition	This is the number of radio frequency and radio frequency migration plans developed
Purpose/Importance	To measure the number of plans developed in order to be able to know how many radio stations have been migrated and be able to plan frequency properly

Source/Collection of Data	Radio Frequency and Migration Plans
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Proper frequency planning
Indicator Responsibility	Ronnie Seeber: General Manager: Engineering and Technology

Indicator Title	Number of regulatory frameworks in place on dynamic and opportunistic spectrum management
Short Definition	This is the number of regulatory frameworks on dynamic and opportunistic spectrum management in place
Purpose/Importance	To measure the number of regulatory frameworks available for assured regulation of the dynamic and opportunistic spectrum management
Source/Collection of Data	Regulatory frameworks document on opportunistic spectrum management
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Availability of regulatory frameworks
Indicator Responsibility	Ronnie Seeber: General Manager: Engineering and Technology

Indicator Title	Number of regulatory frameworks on V-band and E-band spectrum
Short Definition	This is the number of regulatory frameworks on V-band and E-band spectrum developed
Purpose/Importance	To measure development of regulatory frameworks on V-band and E-band spectrum
Source/Collection of Data	V-band and E-Band spectrum regulatory framework document
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes

Desired Performance	To develop regulatory frameworks on V-band and E-band
Indicator Responsibility	Ronnie Seeber: General Manager: Engineering and Technology

Indicator Title	Number of maps and versions of maps published
Short Definition	This is the number of maps which the organization develops and publishes on its website in order to assist consumers to make informed decisions
Purpose/Importance	To measure publication of maps which will allow consumers to make decisions
Source/Collection of Data	ICASA's website
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To have maps which consumers can use to make decisions
Indicator Responsibility	Ronnie Seeber: General Manager: Engineering and Technology

Indicator Title	Number of turnaround time days
Short Definition	This is the number of days it takes to measure spectrum
Purpose/Importance	To measure the amount of time it takes to measure spectrum in different areas across the country
Source/Collection of Data	Spectrum measurement report
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Shorter turnaround time days attained
Indicator Responsibility	Ronnie Seeber: General Manager: Engineering and Technology

Indicator Title	Amount of increased measured distance on mobile operators signal
Short Definition	This is the amount of distance covered to measure coverage of mobile operators signal
Purpose/Importance	To measure the extra distance travelled measuring signal coverage in order to make regulatory decisions about different players in the mobile services market

Source/Collection of Data	Distance measurement report
Method of Calculation	The area covered will be measured in terms of square kilometres covered
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	To gain understanding of the mobile operators coverage
Indicator Responsibility	Ronnie Seeber: General Manager: Engineering and Technology

Indicator Title	Percentage of interference and spill-over cases resolved within 60 days of receiving complaint
Short Definition	This is the percentage of interference and spill-over cases resolved within 60 days out of all the cases received
Purpose/Importance	To measure resolution of cases within 60 days as per the set turnaround time
Source/Collection of Data	Cases resolution reports
Method of Calculation	The number of cases resolved divided by the number of complaints received multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	No signal interference and spill-over
Indicator Responsibility	Ronnie Seeber: General Manager: Engineering and Technology

Programme 5: **Regions**

Indicator Title	Number of offices established
Short Definition	This is the number of offices to be established where the organization does not have presence
Purpose/Importance	This is to measure establishment of ICASA offices in regions where the organization does not have them and increase its reach in terms of services
Source/Collection of Data	Offices lease document with the lessor
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output

Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	To ensure that the organization reaches clients which it did not reach in the past
Indicator Responsibility	Anele Nomtshongwana: General Manager: Regions

Indicator Title	Average percentage of cases resolved
Short Definition	This is the average percentage of all the cases resolved by all regions.
Purpose/Importance	To measure the degree of cases resolution
Source/Collection of Data	Cases resolution report on a monthly and quarterly basis
Method of Calculation	All cases picked up by each region which have been resolved added together divided by the total number of cases picked up by each region for resolution multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	All cases picked up by each region should be resolved
Indicator Responsibility	Anele Nomtshongwana: General Manager: Regions

Indicator Title	percentage increase in consumer awareness
Short Definition	This is the percentage of consumers who have any knowledge of ICASA as determined by a consumer survey
Purpose/Importance	To measure the effectiveness of the consumer outreach programmes
Source/Collection of Data	Consumers survey report
Method of Calculation	Number of consumer awareness campaigns done divided by the number of consumer awareness campaigns planned multiplied by 100
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	To achieve the highest level of consumer awareness possible
Indicator Responsibility	Anele Nomtshongwana: General Manager: Regions

Indicator Title	Number of instructions executed for campaigns for National Joint Operational Centre.
Short Definition	This is the number of instructions for campaigns for Joint Operational Centres
Purpose/Importance	To measure the degree of execution of campaigns for National Joint Operational Centre
Source/Collection of Data	Instructions execution report
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	All instructions for campaigns executed
Indicator Responsibility	Anele Nomtshongwana: General Manager: Regions

Programme 6: Compliance and Consumer Affairs

Indicator Title	Number of licensees who adhere to their licence obligations
Short Definition	This is the number of licensees who have received licences with obligations which they have to adhere to
Purpose/Importance	To measure compliance with licence obligations among licensees
Source/Collection of Data	Licensees obligations adherence report
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	To promote community development interventions which are obligations of licensees
Indicator Responsibility	Elize Van Der Walt: General Manager: Compliance and Consumer Affairs

Indicator Title	Number of markets clarified
Short Definition	This is the number of markets where clarification has been offered in terms whether they are exempted from certain regulations or not

Purpose/Importance	Clarification of the ECS/ECNS Reseller exemption regulations to remove any confusion which is currently plaguing such markets
Source/Collection of Data	Gazetted regulations on ECS/ECNS resellers
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	To promote competition and create certainty in the ECS/ECNS Reseller market
Indicator Responsibility	Elize Van Der Walt: General Manager: Compliance and Consumer Affairs

Indicator Title	Number of Consumer Advisory Panels established
Short Definition	This is the number of Consumer Advisory Panels which have been established to advise consumers on matters regulatory
Purpose/Importance	To measure establishment of the Consumer Advisory Panels
Source/Collection of Data	Consumer advisory panel establishment report
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To have a platform where consumers' interests can be dealt with
Indicator Responsibility	Elize Van Der Walt: General Manager: Compliance and Consumer Affairs

Indicator Title	Number of compliance reports on equitable broadcasting coverage of Municipal and National Elections
Short Definition	This is the number of reports reporting on the equitable broadcasting of coverage of municipal and national elections
Purpose/Importance	To measure equitability on broadcasting of elections coverage
Source/Collection of Data	Equitable broadcasting of coverage of municipality and national elections report
Method of Calculation	Counting
Data Limitations	None

Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	5 yearly
New Indicator	No
Desired Performance	Equitable coverage of the 2016 Municipal Elections
Indicator Responsibility	Elize Van Der Walt: General Manager: Compliance and Consumer Affairs

Indicator Title	Number of regulations reviewed
Short Definition	This is the number of regulations which have to be reviewed in order to determine if they accommodate people with disability
Purpose/Importance	To ensure that people with disability are accommodated
Source/Collection of Data	Gazetted reviewed regulations
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To ensure that people with disability are accommodated
Indicator Responsibility	Elize Van Der Walt: General Manager: Compliance and Consumer Affairs

Indicator Title	Number of consumer protection strategies
Short Definition	This is the number of strategies which have been developed to protect consumers
Purpose/Importance	To ensure that there are strategies in place to make sure that consumers are protected
Source/Collection of Data	Consumer protection strategy document
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To implement consumer protection measures
Indicator Responsibility	Elize Van Der Walt: General Manager: Compliance and Consumer Affairs

Indicator Title	Number of Complaints resolved
Short Definition	This is the number of consumer complaints submitted which have been resolved by the organization
Purpose/Importance	To measure the degree of complaints resolution
Source/Collection of Data	Complaints resolution report
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To protect consumers from harmful practices
Indicator Responsibility	Elize Van Der Walt: General Manager: Compliance and Consumer Affairs

Indicator Title	Number of regulations on equity ownership and BBEE revised
Short Definition	This is the number of regulations which have been developed which need revision due to changes in the external environment to the organization
Purpose/Importance	To measure revision of ownership and control regulations on equity ownership and promotion of BBEE
Source/Collection of Data	Reviewed and gazetted regulations on BBEE
Method of Calculation	Counting
Data Limitations	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	To ensure efficacy of ownership and control regulations on equity ownership and promotion of BBEE
Indicator Responsibility	Elize Van Der Walt: General Manager: Compliance and Consumer Affairs