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Strategic Objective (SO1)	Ensure effective participation by HDIs in the industry						

Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Licensing & Compliance	1	Report on ownership trends and structures for 50% of all the licensees in the sector	Monitor ownership trends and audit ownership structures in the sector	Held public enquiry and drafted recommendations for the Minister	**Publish final findings document** on ownership trends and structures for 50% of all the licensees in the sector	Progress Report Phase 1	Baseline document on current HDI equity status has been compiled	
				Not Applicable	Compliance Audit Report on HDI Equity Ownership for 50% of ICASA licensees	Progress Report Phase 1	A Notice requesting confirmation of HDI Equity from licensees has been drafted	
				Not Applicable	Draft recommendations to Minister on proposed changes to the ECA as required	Compile final findings document	Not Achieved	The recommendations to be drafted after finalisation of the HDI Equity compliance audit
	2	Monitor impact of ownership structure on diversity of Broadcasting Services(BS) content	Ensure Licensing improves sector's HDI profile in the BS sector	Published Final Findings document	Conduct study on impact of ownership in the BS sector on diversity of views	Progress Report Phase 1	Terms of Reference on impact of ownership in the BS sector on diversity of views drafted	
	3	Completed inquiry process on ownership by persons with disabilities, women and youth	Develop regulations that address the empowerment of the youth, women and persons with disabilities	Published Final Findings document	Conduct study on the status of empowerment of youth, women and persons with disabilities	Progress Report Phase 1 = (containing listed activities achieved in qtr.)	Not Achieved	Progress dependent on the outcome of the HDI Equity Compliance Audit in SO1 above
	4	Documented Historically Disadvantaged Individuals(HDI) Compliance with regulations that are in place	Develop a long term HDI roll out plan	Published Final Findings document	Develop comprehensive compliance report on HDI	Progress Report Phase 1	Not Achieved	Progress dependent on the outcome of the HDI Equity Compliance Audit in SO1 above

Strategic Objective (SO2)			Ensure the provision of broadband services					
Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Markets & Competition	1	By September 2011: Broadband Colloquium with Stakeholders	Regulatory Strategy For Broadband	Not applicable	Develop supply-side plan for broadband access and consult stakeholders through colloquium	Internal preparation	Not Achieved	Identification of indicators to be collected for a geographic map of available broadband services (including international connectivity, national backhaul, metro (provincial) backhaul and local access networks). Identification of components of a regulatory strategy to support the broadband policy and shared with the broadband inter-governmental implementation committee
	2	Establish an ICASA, Industry sector and nationwide broadband committee	Functional Joint working committee for broadband	Not applicable	Set up the nationwide committee jointly or independently with DOC	Internal preparation	Participating in the broadband intergovernmental implementation committee, which represents a nation-wide committee on broadband	
	3	Finalise and publish Local Loop Unbundling (LLU) framework by November 2011	Published Local Loop Unbundling framework	Not applicable	Release of guideline under the ECFL regulations to facilitate leasing of the local loop, by 30 November 2011	Release of Discussion document	Achieved. Gazetted the LLU Discussion Document on 22 June 2011 (Gazette No. 34282)	
Engineering & Technology	4	By March 2012: Identify possible bands for additional 500 MHz spectrum for broadband wireless access	Report on Spectrum for Broadband	Not Applicable	Publish Findings document and hold an industry colloquium on additional spectrum for broadband wireless access	Internal preparation - Phase 1	RFQs for DTT replanning and radio frequency migration strategy have been developed.	
	5	Promote the sharing of infrastructure for the provision of broadband services	Framework for Infrastructure Sharing between licensees	Not applicable	Recommendations to enhance infrastructure sharing	Review of obligation to lease facilities	Achieved. The Division has: - reviewed a legal opinion regarding the rights of licensees wishing to lease electronic communications facilities - prepared a draft report on how to support infrastructure sharing	

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Strategic Objective (SO2)		Ensure the provision of broadband services					
Division	**No.**	**OUTPUTS**	**PERFORMANCE INDICATORS**	**Baseline** **2010/2011**	**ANNUAL PLAN** **2011/2012**	**Deliverables Timeframe Q1**	**Achievement Deliverable Q1**	**Progress Comment Q1**
Markets & Competition	6	Improve coordination of infrastructure initiatives between Local and Provincial Governments, and the Broadband Inter-Governmental Implementation Committee	Framework for Co-ordinating Infrastructure Sharing at Local and Provincial Government levels	Not applicable	Identify existing infrastructure and key Government infrastructure rollout plans		No activity planned	
	7	Identify hindrances to broadband penetration and propose corrective measures	Reduced barriers for broadband penetration	Not applicable	Report on recommendations to remove barriers to network investment as well as incentives to facilitate investment in electronic communications infrastructure	Engagement with FTTH Council/SALGA	Meeting with FTTH/SALGA held on 30 June 2011	

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Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
		Strategic Objective (SO3)	**Optimise the use of the radio frequency spectrum to support the widest variety of services**					
Engineering & Technology	1	Approval of the Radio Frequency Migration Strategy	Reviewed radio frequency plan and completed radio frequency migration strategy and plan by 31 March 2012.	The radio frequency plan was published without the frequency migration plan.	Publication of final frequency migration plan	Internal preparation - Phase 1	Preliminary engagement with selected stakeholders has taken place.	
	2	Published replanning of the broadcasting bands to optimise DTT. Formation of the Joint Spectrum Advisory Committee in terms of DTT Regulations. Public enquiry for reallocation of digital dividends	Managed implementation of the broadcasting frequency plan from analogue to digital migration.	DTT regulations, calling for the establishment of JSAC, were published in 2010.	Formation of the JSAC and three meetings to be held	Internal preparation	Joint Spectrum Advisory Group (JSAG) has been established in terms of the regulations.	
				The broadcasting frequency plan was published in November 2009.	Replanning of the UHF and VHF broadcasting bands and a discussion document on requirements and planning philosophy	Terms of reference developed	Terms of reference for the engagement of a service provider have been developed.	
	3	Licensing of All wireless broadband spectrum	All available spectrum for wireless broadband is assigned and utilised as a catalyst to country's broadband objectives.	Regulations on licensing of high demand bands published.	Licensing of the following bands: 790 - 862 MHz, 1880 - 1920 MHz, 2010 - 2025 MHz and 2500 - 2600 MHz. Re-arranging the GSM900 band	Proposal on the licensing framework	The draft proposal on key decisions has been developed.	The proposal will be finalised by the end of the second quarter.
	4	Development of a ten (10) year roadmap for spectrum	Colloquium on the future use of Spectrum	Not Applicable	Assessment and discussion document on current and future usage of wireless broadband spectrum	Internal preparation - Phase 1	Input documents for the colloquium are being collated.	
					Colloquium on future spectrum use			
	5	Report on comprehensive usage of Spectrum	Completed Spectrum Audit	Five (5) Bands were audited; 161-167MHz, 167-173MHz, 2.3GHz, 2.5GHz and 3.6GHz	Report on usage of broadband wireless spectrum	Publish 2010 report	Not Achieved	Planned spectrum audit completed but not yet published
	6	Development of Spectrum Assignment Dashboard	Ability to view spectrum assignment data	Evaluation process of end-to-end spectrum management software completed	Implementation of an end-to-end automated spectrum management system	Reassessment of terms of reference and debriefing	Reassessment and briefing has taken place. Negotiations with potential service providers has started.	

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Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
		Strategic Objective (SO4)	**Promote the protection of consumers and accessibility for persons with disabilities**					
	1	Report on consumer satisfaction	Consumer satisfaction index	Not Applicable	Develop framework to measure consumer satisfaction	Gather information on development of the consumer satisfaction index	Achieved. Information on the development of the consumer satisfaction index was gathered.	
	2	Consumer programmes	Consumer Advocacy	80 Consumer Outreach interventions	100 Consumer outreach interventions. Report on Consumer Education and Information Outreach	Strategic Frameworks developed for consumer outreach interventions for Q1 and Q2	Achieved. The strategic framework for Q1 and Q2 developed and submitted for implementation.	
	3	Increase Accessibility initiatives for persons with disabilities.	Report on success of accessibility initiatives.		Activity to commence in 2012/2013		The project will be integrated into the Review of the Code on People with Disabilities which is in Output 7 below.	
	4	Improved consumer complaints redress	Consumer complaints redressed within 30 days.	Not Applicable	Alternative Dispute Resolution Committee established	Conceptualisation of Alternative Dispute Resolution (ADR) Committee	Achieved. The Draft Document on establishment of the ADR Committee was developed for consideration.	
				Resolved 68% of consumer complaints	55 per cent of complaints redressed within 30 days.	Resolve 55% of consumer complaints	Not achieved. The total number of complaints received in Q1 was 1946. The total number of complaints resolved in Q1 was 555. The percentage of complaints resolved in Q1 was 28 %.	The Complaints Turnaround Strategy was developed to enhance the resolution consumer complaints.
Affairs	5	Monitor and report Accessibility and QoS by licensees to Consumers	Monitor accessibility and the quality of service provided by licensees to consumers		Activity to commence in 2012/2013			

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Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Strategic Objective (SO4)			**Promote the protection of consumers and accessibility for persons with disabilities**					
Consumer	6	Engage the National Consumer Commission (NCC) on consumer protection matters	Conduct discussions with NCC	Not Applicable	Report on discussions with the NCC	Exemption Process on Consumer Protection Act	Achieved. The discussion between ICASA and the NCC with regard to the exemption process was done.	
	7	Ensure Compliance with Consumer Protection Regulations, including increasing accessibility initiatives for persons with disabilities	Prescribe Consumer Protection Regulations	Not Applicable	Review of the End - User and Subscriber Services Charter	Internal review of regulations to identify shortcomings	Achieved. The internal review of the End-User and Subscriber Service Charter regulations was done and the regulatory shortcomings were identified. The Council Committee will be established in Q2 to commence with the review of the regulations.	
				Not Applicable	Review of the Code of Conduct for ECS and ECNS licensees	Internal review of regulations to identify shortcomings	Achieved. The internal review of the Code of Conduct for ECS and ECNS Licensees regulations was done and the regulatory shortcomings were identified. The Council Committee will be established in Q2 to commence with the review of the regulations.	
				Not Applicable	Review of the Code on People with Disabilities	Internal review of regulations to identify shortcomings	Achieved. The internal review of the Code on People with Disabilities regulations was done and the regulatory shortcomings were identified. The Council Committee will be established in Q2 to commence with the review of the regulations.	
				Not Applicable	Application and publication of Exemption in response to Consumer Protection Act	Public Consultations on Application for Exemption	Achieved. The public consultations leading to the application for exemption on Consumer Protection Act (CPA) was done in the Eastern Cape, Gauteng, Kwa-Zulu Natal and Limpopo.	

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Strategic Objective (SO5)		Promote the development of public, community and commercial broadcasting services in the context of digital migration					
Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1

Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Markets & Competition	1	Review of the existing regulatory frameworks/regime for broadcasting services (BS) and related policies to reflect the new evolving digital environment	Framework for Broadcasting in the Digital Era taking into account the three licence groups: public broadcasting; commercial broadcasting; community broadcasting.	Internal Findings Document and Final Regulatory Review Paper	Review of the existing regulatory frameworks/regime for broadcasting services and related policies to reflect the new evolving digital environment	Research Preparation and Draft Research Report for the Issues Paper for public comments: 30 June 2011	Research preparation on-going and the Draft Research Report for the Discussion Document for public comments	The Discussion Document will be finalised by August 2011 and tabled before Council by 30 September 2011
	2	Review of Digital Dividend for allocation to identified services	Implementation of Digital Terrestrial Television and Digital Dividend Review	Draft Regulations	Review Digital Migration regulations	Review of 2010 Digital Migration Regulations. Reports on discussions and meetings with the Department of Communications and industry on the issues related to set-top boxes: 30 June 2011	Internal report on progress towards finalising the amendment of the Digital Migration regulations.	ICASA is to commence a consultation and regulation-making process with community TV broadcasters on DTT during the 2nd and 3rd quarters. ICASA also awaits the publication of the Broadcasting Digital Migration (BDM) Policy Amendments.
Licensing & Compliance	3	Promote diversity of broadcasting services	Licensing of additional TV services'		Activity to commence in 2012/2013			
Markets & Competition	4	Improvement in diversity and quality of local content	Report on status of local content					

Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Strategic Objective (SO6)		**Ensure compliance with legislation and regulation**						
Licensing & Compliance	1	Compliance procedure manual by September 2011	Publish a compliance framework for all licensees	None	Publish the Compliance Procedure Manual Regulations	Analysis of submission on Draft Regulations. Compilation of Final Compliance Procedure Regulations	The Compliance Manual Procedure Regulations document has been finalised.	
				None	Implement the Regulations and produce Annual Compliance Reports (See Item 5 below)	Not Applicable (see Item 5 below)		
	2	Improve monitoring and compliance in the postal sector	Development of regulations on standard terms and conditions for unreserved postal services		Activity to commence in 2012/2013			
	3	Improve monitoring and compliance in the communications sector	Review of regulations on standard terms and conditions, and processes and procedures regulations for class and individual licences, broadcasting services		Activity to commence in 2012/2013			
	4	Publish Universal Service Access Obligations (USAO) framework document.	Reviewed USAO framework.	None	Finalise Findings document. Access Gap study to be conducted in collaboration with USAASA and DoC prior to publication of Section 8 (4) Regulations	Finalisation of USAO Review Findings Document.	Not Achieved	USAO Review Findings Document being finalised. The Committee is reviewing the findings document compiled after the public consultation.
	5	Universal Service Access (USA) Regulations.	Gazetted definition and list of under serviced areas.	None	Publish the Universal Service Access (USA) Regulations	Finalisation of Under-Serviced Area Definition and Compilation of List of Under-Serviced areas.	The list for Under Serviced areas has been verified by Demarcation Board S.A.	The list for Under Serviced areas will await publication of the amended determination of Underserviced Areas Definition by the Minister of Communications.

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Strategic Objective (SO6)	Ensure compliance with legislation and regulation						

Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
	6	Develop and publish annual compliance reports by March 2012	Published report on compliance with legislation and regulations. Publish annual compliance reports.	Compliance Reports ECNS/ECS: 8 Postal: 1 Broadcasting: 20	75% compliance by licensees through active and passive monitoring for ECS, ECNS, Broadcasting and Postal Services	Progress Report - Phase 1	The Authority has approved supplementary compliance report on eight (8) ECNS/ECS compliance reports approved in 2010/2011. The Division conducted monitoring visits in respect of 30 SAPO outlets, 5 Postal Retail Agencies and 7 Courier. The notice on HDI compliance has been drafted.	The Authority is working on the compliance reports from 15 ECNS/ECS licensees for 2011/2012. The Authority is working on the I-ECNS/I-ECS USAF interest and penalties for Council's consideration. Limpopo and Eastern Cape Provinces SAPO monitoring visits are on going. Drafted HDI Audit notice for publication.
				None	Commence additional funding request to procure Broadcasting Monitoring Equipment	Review of developed specifications	Request drafted for additional funding, review of specifications can commence if budget made available.	
	7	Monitor and produce Compliance Report on coverage of Local Government Elections.	Compliance Report on coverage of party political broadcasts during Local/Provincial 2011 and National Government elections of 2014.	None	Produce Compliance Report on coverage of Local Government Elections.	Monitor Local Government Elections coverage	The 2011 Municipal Elections coverage Compliance Report is in the process of being completed.	The Compliance Report will be submitted to Council for consideration upon finalisation by (Quarter 2).

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Strategic Objective (SO6)			Ensure compliance with legislation and regulation					
Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Markets & Competition	8	Enforcement of pro-competitive measures in line with regulatory/legislative requirements	Annual analysis report on Regulated Financial Reporting for specified services		Activity to commence in 2012/2013			
	9	Ensure compliance with numbering plan regulations to ensure that licensees utilize numbers efficiently and effectively	Annual audit report on number utilisation and implementation of corrective measures	Not Applicable	Annual Number Audit	Review of numbering audit data submitted by licensees in the previous financial year	Deliverable not achieved this quarter	Project delayed due to lengthy procurement processes involving appointment of an international service provider. Project cannot commence until bottlenecks in the appointment of international service providers are overcome. This includes the DoC and now the National Treasury under the PPPFA.
	10	Monitor implementation of IC and FL regulations	Review of IC and FL agreements done within timeframes. Report on status of interoperability of ECS/ECNS licensees, including interconnection and the leasing of electronic communications facilities	Not Applicable	Development and introduction of database for online submission and data storage.	Development of a database	Interconnection (I/C) and Facilities Leasing (F/L) Database Demo presented to industry representatives.	Database to go live in second quarter
				Quarterly reports	Ninety percent (90%) of agreements processed within required timeframes	Ninety percent (90%) of Interconnection and facilities leasing agreements processed within required timeframes	3 facilities leasing agreements (100% reviewed). 3 disputes received (100% reviewed). 8 interconnection agreements received (100% reviewed)	The Authority will face an influx of agreements for review in the 2nd quarter owing to the re-submission of agreements based on the recently promulgated I/C and F/L agreements. This may mean that the Authority is unable to meet the deadlines for review in the 2nd quarter.
				Not Applicable	Annual report on interoperability	Quarterly report	No progress made	This is dependent on conclusion of I/C F/L Database (see above)

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Strategic Objective (SO7)			Strengthen and modernise ICASA					
Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Finance	1	Complete the proposed funding model and engage stakeholders (national treasury, DOC)	Established Self-funding model for ICASA	Activity based funding model finalised	New funding model finalised based on Activity Based Costing model, DoC directive and engagement with stakeholders	Review of prior funding model frameworks	Not achieved	Engaged with DoC on the plan of this project. The tender was issued by DoC.
Information Technology	2	Automated regulatory & business processes. Integrated management system	Integrated Management System for ICASA		Activity to commence in 2012/2013		None planned	
	3	Automated regulatory & business processes. Integrated management system.	Integrated Management System for ICASA	Not Applicable	New Spectrum System Implemented over the next two financial years	No procurement this period	None planned	
				Not Applicable	Blueprint of CRM and HRIS Systems showing full integration with existing systems	Background research	Investigative workshops held with Oracle and Microsoft to look at options available. TOR have been drafted for the selection of a service provider to develop framework	
Human Resources	4	Completed review and implementation of new organisational structure	Reviewed organisational structure to align with strategy	Phase 2 of Review completed, structure defined	50% implementation of the Organisation Review Study	Review recommendations of the structure review process	The 2nd report has been reviewed and a summarised version (white paper) has been produced. ICASA needs to review the recommendations for formal decision on the way forward.	Senior management will be meeting on the 28 and 29th of July 2011 to workshop the recommendations.
					Change management process	Draft strategy	Delayed. The workshop where the targeted agents of change would produce a change management strategy for ICASA was delayed due to sponsorship arrangements confirmation by CTO.	Arrangement for a 5 day programme finalised. 22 participants registered for a workshop on 25-29 July. The outcome of the session was to produce appropriate change strategies for talent management challenges.
					New Organisational Structure	Review recommendations of the structure review process	Achieved. A Steering Committee comprising EXCO and Council representatives was constituted to review the SP's recommendations and determine how the entire organisation could be engaged on content of reports.	Engagement with the recommended transformation initiatives has resumed. Organisational readiness process and way forward script are under production.

Strategic Objective (SO7)			Strengthen and modernise ICASA					
Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
					Organisational readiness for transformation imperatives	Draft strategy for communication and consultation process	Achieved Awareness workshops on the talent attraction and retention strategies were done across the organisation at all levels. Due approval for implementation was obtained from EXCO, RemCo and Council	Communication of intent took place through meetings between the CEO and organised labour leadership. Management and Labour are reviewing the Recognition agreement and bilaterals have been on-going. The draft engagement and relationship improvement framework has been produced.
Human Resources	5	Complete organisation-wide skills audit and training program	Reviewed Skills pool aligned with strategy	Not Applicable	Report on competence gaps for core Divisions	Assessment of competency matrix	Deferred. The process will be aligned to the review of the organisational structure to determine specialist and generic professional streams, levels of work and competency profiles for jobs.	Review of jobs on the current structure is taking place in critical core functions to determine key technical competency requirements
				Not Applicable	Dual career pathing model implemented in core divisions	Run sensitization workshops	Achieved Awareness workshops on the dual career stream concept were done across the organisation at all levels. Due approval for implementation was obtained from EXCO, RemCo and Council	A framework for a dual career path structure has been designed. Preparations for implementation are underway.
				Not Applicable	Enhanced leadership competence and transformed organisational culture	Assessment of framework	Achieved.	
				Enhancement of the Talent Management strategy and implementation plans	Approval of Talent Management (TM) and Development strategy. Internships and learnerships in core areas	Draft strategy	Achieved. A comprehensive talent attraction and retention strategy has been drafted and presented to the CEO and RemCo	The process to engage the different levels of the organisation on an integrated talent management strategy is planned for Q2.
Legal	6	Publish RIA Reports	RIA frameworks	RIA training	Formulate RIA framework	Background research - Phase 1	Vetting of the RIA framework underway.	The document to be vetted in Q1 & Q2.

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Strategic Objective (SO7)			Strengthen and modernise ICASA				

Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Administration	7	Maximise value derived from resources / assets.	Quarterly report of the management of resources and assets.	Security systems in all offices were upgraded and improved.	50% reduction in asset losses	Maintenance of Security Systems	Security Audit conducted for security systems at Head Office. Quarterly Security Audit done at Cape Town Regional Office.	The security unit drafted an access control manual in consultation with security committee.
Human Resources				Reviewed PMS framework	Integrated PMS framework for ICASA	Draft framework	Achieved.	
Information Technology				Master Systems Plan approved	Refresh IT technology and provide for growth to the business	Assessment of urgent laptop replacement requirements	Old laptops that require priority replacement have been identified. Specifications for new units are being finalised.	RFQ will be issued in Q2
Communica tions	8	Stakeholder satisfaction index	Improve stakeholder relations		Activity to commence in 2012/2013			
Administration	9	An economic rental location is identified and occupied	Relocate ICASA	Existing Head Office lease extended until 31 October 2011	Extension of current Head Office lease. Engage stakeholders, Departments of Public Works and Communications and National Treasury on funding requirements to procure alternative accommodation	DPW's report on procurement process - Phase 1. Funding request submitted to DoC and National Treasury	DPW Procurement Report Available. Funding request submitted to DoC Lease extension negotiated with current landlord; 6 month and 12 month options available	Tender advertised on 15.07.2011 Tender closing date 17.08.2011 Tender validity period is up to 11.11.2011
Finance	10	Reviewed and strengthened financial & other internal controls.	Improved governance systems	Not Applicable	Management dashboard	Draft framework	Management framework for bids and management accounts have been developed	The development of these reports have been developed in Clickview
CEO				Not Applicable	Improve Service level standards between Divisions	Assessment of current business processes	Assessment of current business processes underway	

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Strategic Objective (SO7)	Strengthen and modernise ICASA						

Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Administration				Records Management Program implemented	Compliance with ICASA's approved records management program	Effective Information Management Systems: Identify database and File Plan Implementation	2 new databases in the library 200-250 documents created and referenced. 50% draft of the reviewed file plan is completed. Business process mapping was done for the following divisions: Finance, Secretariat, JHB Region, Admin & HR.	Budget for the EDRMS Project was approved and confirmed towards the beginning of Q2.
Compliance, Risk & Audit				Not Applicable	Coherent Risk Management Strategy developed and implemented	Draft strategy	Review of draft Risk Management Strategy, Policy and Plan	To be approved and communicated during Aug 2011
Communications	11	Contribute to industry knowledge management	Improved Stakeholder engagement and international relations.	None	Develop and implement an engagement strategy with regulators and agencies	Draft strategy	Consultations with relevant stakeholders in developing International relations strategy	
				None	Develop and implement an engagement strategy for improved access to information about ICASA's regulatory activities for external stakeholders	Strategy approved	Communications Strategy approved by Council. Roll-out of Strategy underway.	
				None	Develop and implement an engagement strategy for an improved flow of information within the organisation	Strategy approved	Commenced rolling-out Strategy to internal stakeholders, through internal stakeholders meeting and electronic media, iNews.	
CEO	12	Regulations finalized and gazetted	All projects are aligned with project plans and timelines	Not Applicable	Develop and implement project management framework	Review of prior project management frameworks drafted	Review of prior project management frameworks drafted	
Council	13	Effective participation of Councillors in Corporate Council committees	Ensuring governance	Not Applicable	Report on Committee work	Quarterly report		
	14	Timeous Amendments and Transfers of ECNS, ECS and BS licences	Licence amendment and transfer applications considered within 120 days of receipt	Not applicable.	All received licence amendment and transfer applications considered within 120 days of receipt.	80% of applications for licence amendment and/ or transfer concluded within 120 days of receipt.	The Authority has approved licence transfer applications for four (4) I-ECNS and four (4) I-ECS licences within 120 days of receipts.	There are four (4) I-ECNS and four (4) I-ECS transfer applications pending within 120 days of receipts. There is one (1) broadcasting transfer application and one (1) amendment application to be considered within 120 days of receipt.

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Strategic Objective (SO7)		Strengthen and modernise ICASA						
Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Licensing & Compliance	15	Timeous Registration of Class Broadcasting, ECS and ECNS Licences and Courier Services	Class licence registrations considered within 60 days of receipt.	Not applicable.	All Class ECS, ECNS, community sound broadcasting services and courier services licences , considered within 60 working days of receipt	All class licences and unreserved postal services registrations concluded within 60 days of receipt	The Authority has approved fourteen (14) Class ECS and twelve (12) Class ECNS registrations and four (4) PECN licence exemptions within 60 days of receipts. The Authority has approved eight (8) Unreserved Postal Service certificates within 60 days of receipts. The Authority has approved three (3) community sound broadcasting service applications within 60 days of receipts.	There are four (4) Class ECS, three (3) Class ECNS and two (2) PECN exemptions to be considered within 60 days of receipts. There are twelve (12) unreserved postal service applications to be considered within 60 days of receipts. The Authority has approved six (6) registrations in more than 60 days due to unavailability of spectrum. The Authority has refused three (3) sound broadcasting service registrations in more than 60 days due to unavailability of spectrum. There are ten (10) sound broadcasting service registrations to be considered within 60 days of receipts. There are four (4) sound broadcasting service registrations to be considered in more than 60 days of receipts due to outstanding information from the applicants.
Consumer Affairs	16	Centralised complaints management	Completed framework for centralising complaints handling to ensure the efficient and timeous resolution of all complaints received, implement the framework and monitor and evaluate the effectiveness of the process thereafter	Not Applicable	Develop framework for complaints handling	Conceptualisation of centralising complaints management process	Achieved. The workflow process with regard to the centralised management of consumer complaints was developed.	

Strategic Objective (SO8)			Promote competition					
Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Markets & Competition	1	Determine the competitiveness of the Postal, BS & ECNS or any other market	Reports on the competitiveness of markets.	Draft internal document	Consultation on regulations governing the broadcasting signal distribution market.	Release of discussion document on identified market	Achieved. Discussion Document Gazetted on 15th June, Gazette no 34371. Submissions from stakeholders expected on 13th September 2011.	
				Not Applicable	Discussion document on Market for provision of leased lines	Release of questionnaire	Questionnaire completed	Questionaire to be released in Q2
				Internal research conducted	Research Report to inform regulatory strategy towards premium content, including subscription broadcasting services	Draft Research Document	Achieved. Draft research report looking into the impact of premium content on the potential for competition in the broadcasting subscription market submitted for review	
				Annual Report	Annual Review of retail prices of electronic communications services	Quarterly analysis report on retail tariffs	Internal report on trends in retail prices of internet services completed. This report is to provide input to the local loop unbundling process	The Authority aims to publish trends in retail tariffs on its website on conclusion of the development of an online database. This database is currently unfunded. Funding may be made available through savings during the remaining three quarters of the financial year.
Engineering & Technology	2	Targets set for new players having access to Spectrum	Ensure a fair spectrum distribution	Not applicable	Spectrum availability plans and targets for new players having access to broadband wireless spectrum	Proposal on the licensing framework.	Not achieved	Proposal drafted as part of SO3/3 Butt not yet approved.
Markets & Competition	3	Develop Annual reports on aspects of the communications infrastructure	Increase network rollout and provide Government, industry and consumers with a clear indication of the state of health of the communications infrastructure	Not applicable	Report on existing networks and Colloquium on networks	Internal preparation on communications infrastructure	Identification of indicators to be collected for a geographic map of available broadband services.	This project is similar to that taking place under SO2: 1

Strategic Objective (SO8)			Promote competition				
Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1

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Licensing & Compliance	4	Promote diversity and choice of broadcasting services	Licensing of additional subscription television broadcasting service licences and Licensing of Individual ECNS licences for Self provisioning	Not applicable	ITA for Pay TV issued and ITA for I-ECNS for self-provisioning issued	Submission to Minister on self provisioning of broadcasters	A letter was sent to the Minister regarding issuance of the Policy directive to licence I-ECNS .	The Authority is awaiting a written response from the Minister of Communications. Markets and Competition Division has also drafted the regulatory impact assessment report for subscription broadcasting services.
	5	Promote diversity and choice of broadcasting services	Licensing of commercial Sound Broadcasting Service licence in Secondary Markets (Northern Cape, Free State and Eastern Cape)	Not applicable	Issue ITA for commercial sound broadcasting services	Engagement with internal stakeholders	Consulted with Engineering and Technology Division on available frequencies for secondary markets.	Engineering and Technology Division has identified available frequencies for licensing of commercial radio in the secondary markets.
Markets & Competition	6	Efficient use of the numbering spectrum	Introduction of new Numbering Plan regulations and review of existing regulations affecting number allocation to foster competition	Draft Regulations	Finalisation of the Numbering Plan under the ECA by October 2011	Review of existing regulations	No activity planned	Preliminary work conducted towards development of the fees and charges framework. This work included reviewing the results of the activity-based costing model of ICASA as well as reviewing the implications of the current legislative framework to ensure that the numbering plan meets all legal requirements.
				Carrier Preselect Regulations	Facilitate full implementation of Carrier Preselect regulations	Draft implementation framework	Draft Implementation framework developed	

MEDIUM TERM TARGETS 2011- 2014 Performance Information

Strategic Objective (SO8)			Promote competition				

Division	No.	OUTPUTS	PERFORMANCE INDICATORS	Baseline 2010/2011	ANNUAL PLAN 2011/2012	Deliverables Timeframe Q1	Achievement Deliverable Q1	Progress Comment Q1
Markets	7	Promote and foster infrastructure sharing in the provision of postal services	Introduction of licensing framework for ETOEs and a regulatory framework to facilitate infrastructure sharing	Internal research conducted	Findings document on E-Post services and infrastructure sharing, including ETOEs. Regulatory framework for infrastructure sharing including ETOEs for efficient sharing of existing infrastructure	Drafting of discussion document for ETOEs. Internal research on E-Post and analysis on infrastructure sharing	Not achieved.	Research on E-post on-going, and final paper will be submitted in December 2011. Consultations and Hearings will not be conducted as indicated on the BP because consultations were done in the previous financial year. The Authority will engage SAPO on further information requirements to complete this project during the second quarter. Information sought is related to identifying whether the existence of extra-territorial offices of exchange have an impact on total mail volumes carried by SAPO.
Markets & Competition	8	Sector intelligence reports, identifying changing trends in the ICT sector (broadcasting, postal and electronic communications)	Bi-annual reports on trends in the ICT sector	Not Applicable	Annual report	Development of data collation system	Collection system not fully developed. Questionnaire on ICT indicators as per ITU requirements was developed	The Authority is now in partnership with the DoC in developing a holistic data collection mechanism of ICT sector indicators, including demand and supply side data and plans to hold an industry workshop towards the end of the 2nd quarter.
	9	Development of new pro-competitive remedies	Introduction of pro-competitive remedies to promote competition, e.g. Regulation of wholesale rates	Not Applicable	Remedies in line with market reviews	Appointment of service provider & reconstitution of Committee	no action required in this quarter	This activity is dependent on identified need for regulations to be developed.
				Call Termination Regulations released	RFR for Call Termination		Deliverable not achieved	Service provider selected but not yet appointed. The Authority was awaiting approval from the Minister of Communications to appoint an international service provider.

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